

The Influence of Procedural Justice on Work Engagement And Turnover Intention

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ABSTRACT

To attain long-term growth and maintain a competitive edge in light of swift technological and environmental transformations, the organization is presently concentrating on generating novel values through the implementation of diverse personnel management systems and an innovative organizational structure. The principal objective of this research is to ascertain whether organizational commitment has a substantial influence on the operation of a company's system and to investigate the consequences of interrelationships among pre-existing variables. Purposive sampling is a non-probability sampling technique that is employed in this investigation. The cumulative number of participants (120) was determined by employing the methodology suggested by Hair et al. (2019), which required the multiplication of n by 5. The study's eligible participants are personnel from the marketing department who fall within the age range of 18 to 45 years. The analytics method utilized is Partial Least Square Structural Equation Modeling (PLS-SEM). It is possible to conclude, on the basis of the research findings, that procedural justice increases organizational trust. Work engagement is positively influenced by procedural justice, which subsequently has a positive impact on organizational commitment. An organization's level of trust has a positive effect on employee engagement. Labor engagement and organizational commitment are correlated in a positive way. Trust within an organization has a constructive influence on members' level of commitment. Work engagement is not influenced by organizational trust in the context of the organization's procedural justice. A negative correlation has been observed between attrition intention and procedural justice. Organizational commitment mediates the relationship between procedural justice and attrition intention. Organizational commitment has a statistically significant and negative effect on attrition intention. Procedural justice significantly and positively mediates the relationship between organizational trust and organizational commitment; however, organizational commitment does not mediate the relationship between procedural justice and work engagement.

1. INTRODUCTION

At present, organizations are placing emphasis on generating novel values through versatile personnel management systems and inventive organizational structures. This is done with the aim of attaining sustainable expansion and safeguarding a competitive edge amidst swift technological and environmental transformations (Ha & Lee, 2022). Organizational commitment to the company is important to keep employees loyal, carry out the rules of the company, and be responsible for their work, and aims to achieve the realization of company goals. According to (Juaneda-Ayensa, Clavel San Emeterio, & González-Menorca, 2017) Organisational commitment is a critical factor in shaping the employee-employer relationship as it is expected to motivate personnel to endeavour for optimal organisational performance. Human resource professionals are largely in accord that organizational commitment offers numerous advantages to businesses (Mostafa, Bottomley, Gould-Williams, Abouarghoub, & Lythreathis, 2019). Given the current prevalence of disengaged personnel, it is possible to deduce that organizational commitment comprises employees' confidence and loyalty to the company.

According to (Chang, Wang, & Huang, 2013) The foremost determinant influencing turnover intention is organizational commitment. At present, the intention to leave is a significant concern for the organization. In order to mitigate the likelihood of employee attrition and recruitment, one potential strategy is to cultivate a strong sense of commitment among staff members. Such employees would be less inclined to seek employment elsewhere, thereby contributing to the reduction of turnover intention within the organization (Surya Parwita, Suryani, & Ayu Adriani, 2019).

It is necessary to motivate, reward, and stimulate employees to increase and improve commitment and support productivity. (Sharma & Sinha, 2015) contend that organizational commitment is comprised of numerous emotions, behaviors, values, and attitudes. Organizational commitment is further manifested through an employee's degree of attachment and devotion to the organization. (Afrianty & Putriwahyuni, 2020) Palaiologos's research indicates that procedural justice pertains to the equity of the methods, processes, mechanisms, and procedures employed in the determination and resolution of legal disputes.

Work engagement is considered a determinant of organizational commitment due to its nature as a participatory process that incorporates input from employees towards one another and aims to enhance commitment towards the achievement of organizational objectives (Tanjung, 2020). (Hadi, Putra, & Mardikaningsih, 2020) cited research from Darmawan that work engagement from employees whose expectations are met in the company followed by professionalism and commitment to the organization will have a positive influence.

In (Ugwu, Onyishi, & Rodríguez-Sánchez, 2014) demonstrates that organizational trust is a critical element in ensuring employee welfare because it ensures positive work attitudes, such as greater employee engagement, and maintains social interactions. And one of the factors that motivates employees is the confidence that they have in the company's every action (Farida, Iqbal, & Kurniasih, 2016).

Previous research from (Ha & Lee, 2022) stated that organizational trust and procedural justice have a positive impact. Previous research conducted by (Fitriani & Purwanto, 2019) asserts that procedural justice does, in fact, impact organizational commitment positively. Previous research was also conducted by (Ghosh, Rai, & Sinha, 2014) which concludes that work engagement and procedural justice have a positive effect and was conducted with 210 employees in the commercial banking sector of India. Previous research conducted by (Downey, van der Werff, Thomas, & Plaut, 2015) in The findings of a study involving 4597 individuals in the public health care sector indicated that work engagement positively influences organizational trust. Previous research was also conducted by (Ahuja & Gupta, 2019) who were employed in the field of education and discovered that work engagement and organizational commitment positively impacted their long-term sustainable services. Previous research conducted by (EGRIBOYUN, 2015) that the relationship between organizational trust and commitment is positive and that when members of an organization receive support from the organization, both organizational trust and commitment increase. (Rahman & Karim, 2022) also conducted previous research that procedural justice does not significantly affect work engagement. Previous research was also conducted by (A. Agarwal, 2014) An examination of 323 pharmaceutical employees in India revealed that organizational trust significantly and positively mediates the relationship between procedural justice and work engagement. Based on a survey of 323 employees of pharmaceutical organizations in India, this result was obtained. Prior investigations carried out by Li, Li, and Shi (2010) The findings indicate that the relationship between procedural justice and employee engagement is entirely mediated by organizational commitment. Prior investigations were similarly carried out (Hayes, 2013). Given that organizational trust positively influences organizational commitment and organizational commitment significantly influences work engagement, it is anticipated that the study will identify a dual mediating effect of organizational trust and organizational commitment in mediating the relationship between procedural justice and work engagement. Prior investigations (Alamri & Al-Duhaim, 2017) have presented persuasive findings that establish a negative correlation between attrition intention and organizational commitment.

This research is a follow-up study from (Ha & Lee, 2022) but researchers added turnover intention variables as dependent variables. This is done because turnover intention is considered to occur

frequently in a company so that organizational commitment is needed to prevent high levels of turnover intention in employees. The objective of this research is to ascertain whether organizational commitment significantly influences the functioning of a company's system and to investigate the impact of different interrelationships among pre-existing variables.

2. LITERATURE REVIEW

Organizational Trusts

(Akhtar, Syed, Husnain, & Naseer, 2020) Organizational trust is a sense of reciprocal confidence and reliance among individuals and organizations within an organizational setting. Meanwhile, another understanding from (Utomo, et al., 2023) With respect to organizational trust, it is the aspiration of an establishment, grounded in its culture and communication conduct within transactions and relationships, to foster transparency and integrity. This trust is predicated on the belief that other entities, both collectives and individuals, possess comparable levels of expertise, integrity, compassion, dependability, and adherence to the same principles, goals, and values. Five indicators comprise organizational trust: integrity, competence, consistency, loyalty, and transparency (Athos, Gabarro, & Holtz, 1978).

Organizational Commitment

Organisational commitment extends beyond mere membership in a particular organisation; it incorporates an authentic inclination, loyalty, and conviction in the organization's goals and values, as well as a sincere intention to remain affiliated with the organisation (Carman-Tobin, 2011). In the opinion of (Yao, Qiu, & Wei, 2019) organizational commitment is something that reflects employee commitment to their organization. According to the definition of (Castellano, Chandavimol, Khelladi, & Orhan, 2021) An individual's organizational commitment is the degree to which they embrace and believe in the organization's objectives, as well as their desire to remain with the organization. (Gharbi, Aliane, Al Falah, & Sobaih, 2022) contend that employee performance will be impacted by low organizational commitment, specifically in terms of the effort employees put forth to achieve organizational objectives in the most effective manner possible while adhering to the organization's applicable norms, rules, and ethics. In organizational commitment there are 3 indicators, namely employee willingness, employee loyalty, and employee pride (Allen & Meyer, 1990).

Procedural Justice

According to (Ganto, 2019) Procedural justice, according to Arianto's research, consists of accomplishment, consistency, the minimization of bias, and information that is accurate, representative, and ethical. Procedural justice refers to the notion that an organization's methods and processes for attaining exceptional outcomes ought to be equitable and suitable (Qureshi, Frank, Lambert, Klahm, & Smith, 2017). Saima in research by (Tjahjono, Fachrunnisa, & Palupi, 2019) believes that procedural justice is justice that is assessed based on rules or policies and procedures in decision making in organizations. In procedural justice there are 6 indicators, namely consistency, neutrality or avoidance of bias, precision or accuracy, correctability, representativeness, and ethicality Colquitt in (Febriani, 2019).

Work Engagement

According to (Kim, et al., 2017) Work engagement is a concept that pertains to the intrinsic qualities of the employee-work relationship. Work engagement refers to the mental, physical, internal, and external commitment of an individual to their occupation (Munir & Ali, 2021). According to (Tia, Mahdi, & Hayati, 2022) high work engagement from employees is important for organizations that aim to have loyal employees and retain them. Work engagement is defined as "a state of mind that is positive, satisfying, and related to work which is characterized by enthusiasm, dedication, and absorption" Schaufeli in (Kim, Han, & Park, 2019). In work engagement there are 4 indicators, namely responding to work, participation in work, taking responsibility for work, and feeling unfinished work and absenteeism (Schaufeli & Bakker, 2004).

Turnover Intention

Turnover intention, alternatively referred to as the rate of employee inflows and outflows, signifies the average tenure of personnel within an organization (Alam & Asim, 2019). According to (Mbah & Ikemefuna, 2012) turnover intention is a series of actions carried out by employees when employees leave work or are transferred from their work positions. (Belete, 2018) Turnover intention is the probability that an employee will tender their resignation from their present role. There are three indicators that comprise turnover intention: contemplation of departure, pursuit of alternative employment opportunities, and intention to depart. Mobley within (Halimah, Fathoni, & Maria M Minarsih, 2016). There are three indicators of turnover intention: departure thoughts, employment seeking motivation, and an extreme wish to depart from the organization (Chen & Francesco, 2000).

3. METHOD

Relationship Between Variables

Procedural Justice and Organization Trust

Trust in an organization is impacted by procedural justice, which pertains to how employees perceive the compensation they receive in exchange for their contributions on the organization's behalf. Procedural justice is an approach to decision-making that ensures all organization members have a strong connection to a variety of outcomes that are pertinent to the organization and feel invested in them (Yadav & Gupta, 2017). (Williamson & Perumal, 2022) Furthermore, it can be contended that the procedural justice scale encompasses several principles deemed essential for an equitable course of action, including but not limited to soundness, consistency, accuracy, representation, ethics, and reparability. For this reason, procedural justice is crucial for fostering trust within an organization. Employees will reciprocate trust if management in the organization is more open (Singh & Srivastava, 2016). With this we are trying to research how procedural justice really influences organizational trust. This can be seen in the research of (Tlaiss & Elamin, 2015) This finding supports the hypothesis that procedural justice positively affects organizational trust. According to (Rajabi, Abdar, & Agoush, 2017) Additionally, procedural justice is more strongly associated with organizational trust. Consequently, drawing from the aforementioned assertion, the subsequent hypothesis may be posited:

H1: Procedural justice positively influences organizational trust

Procedural Justice and Organizational Commitment

Organizational commitment refers to the degree of confidence and approval that employees have in the objectives of the company, as well as their aspiration to maintain employment within it. Organizational commitment is vital to the achievement of organizational objectives for businesses. Based on research by (Prahast, Soetjpto, & Hariri, 2015), An employee's desire to remain with the organization, a sense of affiliation with the organization, allegiance to the organization, and acceptance of its objectives constitute organizational commitment. Procedural justice influences organizational commitment because justice is a crucial aspect of the business; consequently, in order to retain employees, organizations must also provide procedural justice to their staff, as demonstrated by the research of (Qureshi, Frank, Lambert, Klahm, & Smith, 2017) where procedural justice and organizational commitment exhibit a positive correlation. An extensive range of factors can influence organizational commitment, with transformational leadership and procedural justice being two examples (Luo, Marnburg, & Law, 2017), work engagement and work environment (Hanaysha, 2016). Drawing from the aforementioned assertion, the subsequent hypothesis may be posited:

H2: Procedural justice has a positive effect on organizational commitment

Procedural Justice and Work Engagement

The subject of work engagement has garnered significant attention from both scholars and professionals (van Mol, Nijkamp, Bakker, Schaufeli, & Kompanje, 2018) and (Chen, Richard, Dorian Boncoeur, & Ford, 2020). Work engagement is achieved when an organization furnishes its employees with the requisite support. As stated in the study by (Bashir, Haider, Asadullah, Ahmed,

and Sajjad 2020), an extensive array of organizational factors, including procedural justice, diversified knowledge, and innovative work behavior, are correlated with work engagement. Employees' sense of value contributes to a rise in work engagement when decisions are made by the organization in a manner that is perceived as fair and transparent, thereby influencing work engagement. This can be seen in research by (Cenkci, Bircan, & Zimmerman, 2021) that procedural justice and employee work engagement are related in that equitable reward distribution and fair procedures send a symbolic message that employees are valued members of a group, thereby motivating workers to remain actively engaged in their tasks and eliciting positive work behavior in return. (Kim & Park, 2017) It was discovered that procedural justice exerts a more pronounced influence on work engagement; thus, it can be inferred that the equitable procedures and distribution of procedural justice contribute to its positive impact on work engagement. Consequently, the subsequent hypothesis may be proposed:

H3: Procedural justice has a positive effect on work engagement

Organizational Trust and Work Engagement

Trust in the organization is a critical factor in establishing quality as a whole. Both Davis and Goetch in (Patras & Hidayat, 2019). Trust is generally regarded as essential in all professional relationships involving collaboration, cooperative conduct, and cooperation (Kidron, Tzafirir, & Meshoulam, 2016). (Ohemeng, Obuobisa Darko, & Amoako-Asiedu, 2019) Furthermore, argue that the establishment of trust between superiors and subordinates will promote the growth and maturation of superior relationships. This develops through awareness, psychological processes, and is based on managers who strive for organizational trust among employees (Asif, Miao, Jameel, Manzoor, & Hussain, 2022). Based on (Gülbahar, 2017) research on organizations, it shows that the trust built helps organizations develop employees' feelings and perseverance to work more efficiently and involve themselves in organizational goals. If an organization trusts each other, then employees can work together under any circumstances. Drawing from the aforementioned assertion, the subsequent hypothesis may be posited:

H4: Organizational trust has a positive effect on work engagement

Organizational Commitment and Work Engagement

When procedural justice increases, individual commitment, involvement and emotional trust in the organization also increase. Work engagement has been seen as one of the most important things in driving business success (Decuyperre & Schaufeli, 2021). Organizational commitment will grow and stick with employees if there is work engagement (Tupti & Siswadi, 2022). Work engagement is a positive psychological state characterized by complete concentration, enthusiasm, and exertion towards one's duties (Schaufeli, Salanova, González-romá, & Bakker, 2002), On the contrary, organizational commitment is measured by the extent to which personnel experience a sense of identification with their specific organizations (Li Y. , 2014). Thus, the degree of employee work involvement is directly proportional to the organizational commitment of the workforce (Logahan & Aesaria, 2014). Drawing from the aforementioned assertion, the subsequent hypothesis may be posited:

H5: Organizational commitment has a positive effect on work engagement

Organizational Trust and Organizational Commitment

Trust and commitment within an organization are regarded as the two most crucial determinants of its success (Baştug, Pala, Kumartaşlı, Günel, & Duyan, 2016). Organizational trust influences more favorable workplace conduct and attitudes, including work engagement and organizational commitment, either directly or indirectly. Multiple studies substantiate the notion that organizational commitment and trust are influential elements in enhancing the performance of an organization. Trust is an essential component of organizational existence, particularly for fostering and enhancing commitment to the institution. According to (Supriatna, 2018) if a sense of mutual trust grows within the organization, then employees as members of the organization will not experience difficulty in building commitment to the organization. Research results (Fard & Karimi,

2015); (Ghazinejad, Hussein, & Zidane, 2018) and (Martin & Siebert, 2016) They reached the conclusion in their study that organizational trust impacts organizational commitment. (Yilmaz, 2008) Additionally, research results demonstrate that trust influences organizational commitment, and those results indicate that the influence is both positive and statistically significant. Drawing from the aforementioned assertion, the subsequent hypothesis may be posited:

H6: Organizational trust has a positive effect on organizational commitment

Mediation of Organizational Trust and Organizational Commitment

With respect to investigations concerning the mediating influence of organizational trust and organizational commitment, (Aryee, Budhwar, & Chen, 2002) The relationship between organizational trust and organizational justice has been documented. (Cao, Liu, Liu, Yang, & Liu, 2019) In their research, they investigated the correlation between work engagement and organizational trust using data from 320 nurses in China. According to social exchange theory, there exists a positive correlation between employee engagement and the likelihood of involvement in trust relationships within the organization. Consequently, these employees have a more favorable perception of their work engagement within the organization (Johnson, Selenta, & Lord, 2006). (Colquitt, Scott, & LePine, 2007) conducted a meta-analysis on organizational trust using 132 independent samples derived from prior research. The findings of this analysis indicate that organizational trust acts as a positive mediator between employee conduct, achievement, work tolerance, and work tolerance. Trust within an organization is positively correlated with dedication to it. A positive correlation exists between the degree of employee commitment towards an organization and the level of trust that employees place in said organization. In research, (Aboramadan, Albashiti, Alharazin, & Dahleez, 2020) stated that organizational commitment has a substantial impact on employee engagement. Furthermore, work engagement serves as a significant intermediary between work engagement and organizational commitment. (Nazir, Shafi, Atif, Qun, & Abdullah, 2019) discovered through research that procedural justice significantly increases affective commitment. According to an examination by (van Gelderen & Bik, 2016), The correlation between work engagement and organizational commitment was established in a study of police officers; the study found that organizational commitment increases work engagement and fosters coworker support. Based on the previously mentioned claim, the following hypothesis can be proposed:

H7: Organizational trust mediates the relationship between procedural justice and work engagement

H8: Organizational commitment mediates the relationship between procedural justice and work engagement

Procedural Justice and Turnover Intention

Currently, the big challenge for organizational management is retaining employees and minimizing the level of turnover intention (Aguenza & Som, 2012); (Khalid & Nawab, 2018). Procedural justice also provides a basis for trust because procedural justice means that employers respect and respect them (Cao, Liu, Liu, Yang, & Liu, 2019). Volatility intentions are diminished when employees experience employment satisfaction (Colquitt, Scott, & LePine, 2007). Even employees believe they have higher turnover intentions if treated unfairly by their organizations (van Gelderen & Bik, 2016). According to prior research, the correlation between procedural justice and intention to depart is strong and significantly negative. For example, (George & Wallio, 2017) An investigation was conducted to examine the correlation between turnover intention of millennial public accountants and procedural justice. There is the greatest evidence of a stronger relationship between millennial public accountants from various backgrounds and aspirations. However, there is a scarcity of empirical research that investigates the influence of academics' perspectives on procedural justice in Malaysia, an Asian context. As a result, the following hypothesis may be posited:

H9: Procedural justice has a negative influence on turnover intention

H10: Organizational commitment mediates procedural justice and turnover intention

Organizational Commitment and Turnover Intention

Currently, the big challenge for organizational management is retaining employees and minimizing the level of turnover intention (Aguenza & Som, 2012); (Khalid & Nawab, 2018). The impact of organizational commitment on turnover intention is evident in the research on turnover intention, which pertains to an individual's inclination to leave the company in the event of an unfavorable circumstance transpires, particularly in the absence of strong commitment among company members (Pratiwi, Faton, Asbullah, Ginting, & Nugraha, 2023) apart from organizational commitment, which is one of the benchmarks that an organization is said to be successful in managing human resources well by looking at the employee turnover rate. In the opinion of (Bhat, Tariq Khan, & Rainayee, 2023) Greater commitment among employees will result in a more pronounced inclination to maintain their affiliation with the organization. In their research, (Yasin, Jan, Huseynova, & Atif, 2023) argue that good organizational commitment in an organization will reduce employee turnover intention. Therefore, the following hypothesis can be put forward:

H11: Organizational commitment has a negative influence on turnover intention

Organizational Trust mediates Procedural Justice and Organizational Commitment

Organisational commitment is influenced by procedural justice due to the fact that it concerns employees' perceptions of the rewards they receive for their efforts on behalf of the organisation. Procedural justice is implemented so that each member of the organization may experience a sense of investment in the decision-making process and develop a robust connection to a range of outcomes that are significant to the organization (Yadav & Gupta, 2017). (Williamson & Perumal, 2022) Furthermore, it can be contended that the procedural justice scale encompasses several principles deemed essential for an equitable course of action, including but not limited to integrity, reparability, consistency, representation, and soundness. For this reason, procedural justice is crucial for fostering trust within an organization. In research, (Aboramadan, Albashiti, Alharazin, & Dahleez, 2020) It has been asserted that organizational commitment significantly affects procedural justice. Furthermore, organizational trust significantly mediates the relationship between organizational commitment and organizational trust. (Nazir, Shafi, Atif, Qun, & Abdullah, 2019) discovered through research that procedural justice significantly increases affective commitment. According to an examination by (van Gelderen & Bik, 2016), The correlation between procedural justice and organizational commitment, as determined by a study of police officers, is that organizational commitment increases organizational trust and colleague support.

H12: Organizational Trust mediates the relationship between Procedural Justice and Organizational Commitment

This research model is shown in the image below:

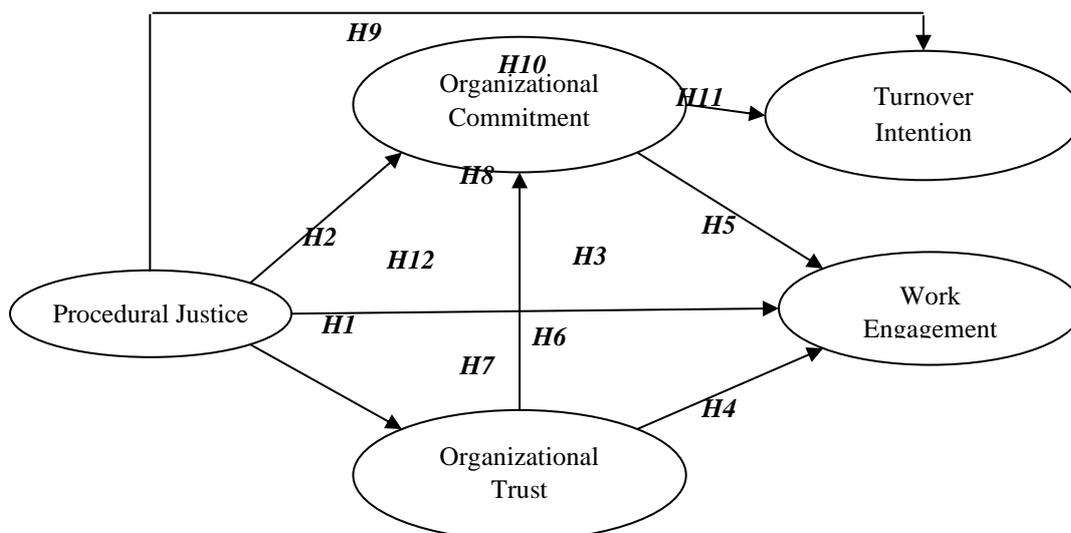


Fig 1. Research Model Framework

Research Methods

This research's data was gathered through the administration of an online survey questionnaire via Google Form. The participants for this study were chosen utilizing the Purposive Sampling technique. As defined by Sugiyono (2017), purposive sampling is a method for selecting samples in accordance with specific criteria. On a Likert scale ranging from 1 to 5, responses were collected for this study (1 = firmly disapprove and 5 = strongly concur). The Procedural Justice variable was assessed using the method described in (Leventhal, 1980), which comprised four statements. The Organizational Trust variable was evaluated using the method described in (Athos, Gabarro, & Holtz, 1978), which comprised seven statements. The Organizational Commitment variable was assessed using the method described in (Allen & Meyer, 1990), which comprised four statements. Lastly, the Work Engagement variable was evaluated using the method described in (Schaufeli & Bakker, 2004). There were 24 statements in total in this research questionnaire.

Employees from a variety of private companies operating in the agent and distributor sector in Jakarta comprised the demographic of this study. The research sample comprised individuals who were employed in the marketing department and were between the ages of 18 and 45. This study incorporates the following sociodemographic variables: gender, age, occupational status, years of work experience, and most recent educational attainment. As part of the data collection procedure, thirty respondents were given an initial questionnaire (pre-test). The minimum sample size is five times the number of statements, as stated in (Hair, Anderson, Tatham, & Black, 2019), which is utilized to determine the number of samples. The questionnaire comprises a total of 24 statement items; therefore, a minimum sample size of 120 respondents was determined.

The present study utilizes a quantitative research design, specifically the Structural Equation Model (SEM) technique. The software packages SPSS and SmartPLS 4.0 were employed to process and analyze the data. In order to evaluate the validity and reliability of the measures, SPSS factor analysis was utilized to assess the values of the Kaiser Meyer-Olkin (KMO) and Measure of Sampling Adequacy (MSA). When both the KMO and MSA values surpass 0.5, factor analysis is considered appropriate. Cronbach's Alpha is subsequently utilized in the reliability assessment. Superior quality is indicated by a greater Cronbach's Alpha value (Hair, Anderson, Tatham, & Black, 2019). Following that, a path coefficient and bootstrapping inner model test was performed to assess the preparation indicators in this investigation.

4. RESULT AND DISCUSSION

Validity Test and Reliability Test (Pretest)

Bartlett's test and the Kaiser-Meyer-Olkin (KMO) test were utilized to evaluate the questionnaire's validity for this investigation. Each variable must meet the KMO condition that it has a value greater than 0.50. The Kaiser-Meyer-Olkin test is employed to determine the variation value for each variable. The Kaiser-Meyer-Olkin Measure of Sampling Adequacy (KMO MSA) indicates in the KMO output table that the value exceeds 0.5. As a result, the factor analysis method utilized in this investigation can be maintained, since it fulfills the initial criterion.

At a minimum, each variable indicator must possess a SMA value of 0.50. When the MSA value of a query indicator is below 0.5, that particular indicator ought to be discarded and not considered in subsequent research endeavors. To demonstrate the sampling adequacy of each research instrument indicator, the MSA test is utilized. By utilizing the anti-image matrix value, this test is assessed. When the values of the indicators on the instrument surpass 0.5, it can be inferred that the structure of the variable in question is consistent with that of the remaining variables. According to the results of the anti-image matrices test, the MSA value for each indicator in each variable is greater than 0.5. As a result, it is possible to conclude that all indicators for each variable meet the necessary criteria for factor analysis and are appropriate for utilization in factor analysis.

The evaluation of dependability was performed utilizing the Cronbach's alpha value. α is generally accepted to have a value within the range of 0.6 to 0.7, signifying acceptable reliability (Ursachi, Horodnic, & Zait, 2015). Based on the computation outcomes, it can be concluded that every indicator of the questionnaire questions meets the requirements of the reliability assessment (Cronbach alpha > 0.70), thereby affirming the dependability of every research indicator.

Convergent Validity Test

By scrutinizing the factor loading value in the outer loading table and the average variance extracted value (AVE) magnitude, one can determine the extent of convergent validity. In order to establish convergent validity, it is necessary for the AVE value to be greater than 0.5 and the factor loading values to be greater than 0.70 (Hair et al., 2017). The results of this investigation produced values exceeding 0.70 for 24 indicators and falling below 0.70 for a single indicator. Hair et al. (2017) state that peripheral loading values between 0.4 and 0.7 are adequate for the maintenance of an indicator. Therefore, the assessment has successfully achieved its ultimate goal of establishing convergent validity for the twenty-four indicators.

Discriminant Validity Test

Discriminant validity establishes the uniqueness of a latent variable in comparison to others by employing empirical criteria. The discriminant validity test can be elucidated through an examination of the cross-loading value associated with each indicator of the latent variable. Assigned to the correlation between an indicator and both its construct and other constructs is the cross-loading value. It is imperative that the outcomes exhibited by indicators exhibit a greater correlation value to the latent variable in comparison to other latent variables. The results obtained from the data processing using SEM-PLS clearly indicate that each variable meets the requirements for exceptional discriminant validity.

Internal Consistency Reliability Test

The Composite reliability value can be employed in SEM-PLS to evaluate the reliability of the internal consistency test. The Composite reliability value can be deemed reliable if it surpasses 0.70, as stated by Hair et al. (2017). Based on the computation outcomes, it was determined that the Composite reliability value for every latent variable (construct) exceeded 0.70. Consequently, it is possible to deduce that each latent variable investigated in this study exhibits consistency, reliability, and suitability for subsequent examination.

Coefficient of Determination (Adjusted R²)

The coefficient of determination quantifies the extent to which the variability observed in the endogenous variable can be accounted for by the exogenous variable. Based on the calculations, it can be determined that the Procedural Justice variable accounts for 56% of the variance in the Organizational Commitment variable. The remaining 44% is attributed to unexplored variables in the present study. The Procedural Justice variable explains 35% of the variance in organizational trust; the remaining 65% is due to other variables not examined in the present study. The Procedural Justice variable accounts for 27% of the variance in the Work Engagement variable; the remaining 73% is due to unexplored variables in the present study. The Procedural Justice variable explains 70% of the variance in the Turnover Intention variable; the remaining 30% is due to other variables not examined in the present study.

Significance of Path Coefficient (Hypothesis Testing)

The significance of the path coefficient results indicates that this study conducted hypothesis testing. The bootstrapping method and SEM-PLS software can be utilized to ascertain the significance value of the path coefficient. A significant influence can be deduced when the statistical T value surpasses the critical T value (1.657) at a significance level of 5% and a p value is below 0.05, according to Hair et al. (2017). In order to determine the direction of the relationship, one may analyze the initial sample value.

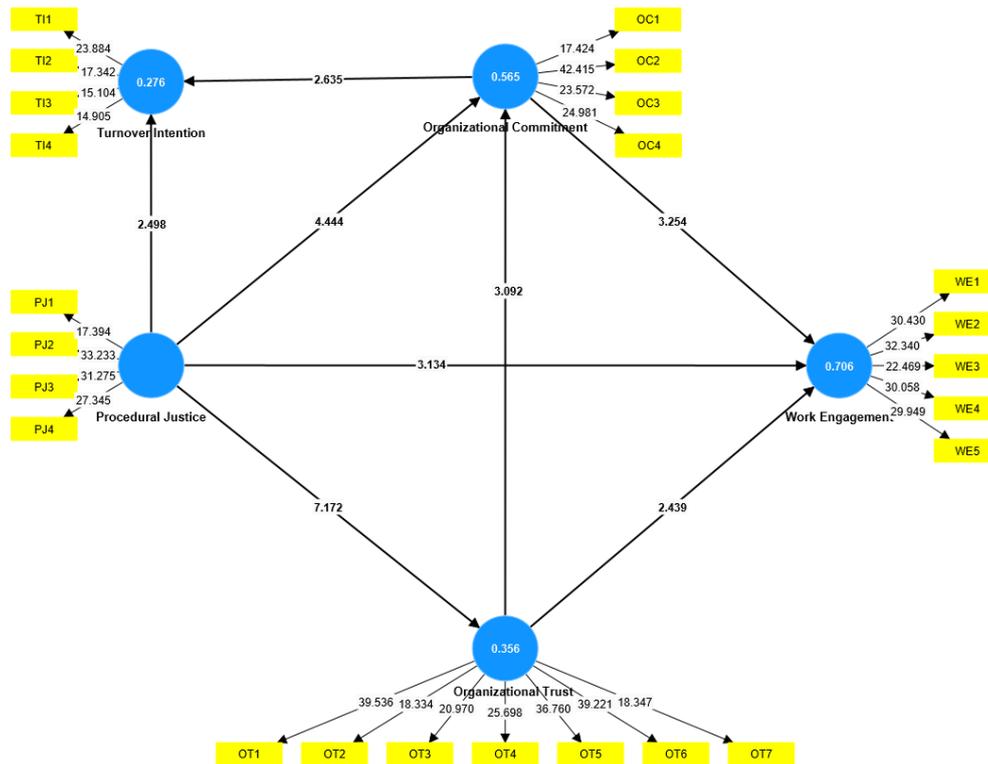


Fig 2. T-Value Diagram Path

The Quality Model test results show a good fit. This can be seen from R Square, Q Square Redundancy and SRMR. These data can be seen in the attachment. Meanwhile, the Structural Model test results in the form of path coefficients and specific path coefficients can be seen in the attachment. On the basis of the T-Value path diagram in Figure 2, the following describes the research model hypothesis testing:

Table 1. Hypothesis Test Results

| Hipotesis | Original sample (O) | T statistics (O/STDEV) | P values | Information |
|---|---------------------|--------------------------|----------|-------------|
| Procedural Justice -> Organizational Trust | 0,597 | 7,172 | 0,000 | Accepted |
| Procedural Justice -> Organizational Commitment | 0,472 | 4,444 | 0,000 | Accepted |
| Procedural Justice -> Work Engagement | 0,280 | 3,134 | 0,002 | Accepted |
| Organizational Trust -> Work Engagement | 0,314 | 2,439 | 0,015 | Accepted |
| Organizational Commitment -> Work Engagement | 0,366 | 3,254 | 0,001 | Accepted |
| Organizational Trust -> Organizational Commitment | 0,367 | 3,092 | 0,002 | Accepted |
| Organizational trust -> procedural justice -> work engagement | 0,187 | 2,070 | 0,038 | Accepted |

| Hipotesis | Original sample (O) | T statistics (O/STDEV) | P values | Information |
|---|---------------------|-------------------------|----------|-------------|
| Organizational Commitment -> Procedural Justice -> Work Engagement | 0,173 | 2,248 | 0,025 | Accepted |
| Procedural Justice -> Turnover Intention | -0,244 | 2,498 | 0,013 | Accepted |
| Organizational Commitment -> Procedural Justice -> Turnover intention | -0,154 | 2.163 | 0,031 | Accepted |
| Organizational commitment -> turnover intention | -0,326 | 2,635 | 0,008 | Accepted |
| Procedural justice -> Organizational Trust -> organizational commitment | 0,080 | 2,758 | 0,006 | Accepted |

Source: Processed by researchers, 2024

As shown in the table above, the outcomes support the acceptance of the following twelve hypotheses: H1, H2, H3, H4, H5, H6, H7, H8, H9, H10, H11, and H12. After conducting an analysis to examine the relationship between procedural justice and organizational trust, the results support Hypothesis 1. The obtained T statistic of $7.172 > 1.657$ and p value of $0.000 < 0.05$ indicate that there is, in fact, a positive and statistically significant effect of procedural justice on trust. As a result, H1 is deemed acceptable. When hypothesis 2, which investigates the influence of procedural justice on organizational commitment, is tested, the T statistic values of $0.000 < 0.05$ and $4.444 > 1.657$ indicate that work engagement and procedural justice are positively and statistically correlated. In a similar vein, the T statistic values of $3.134 > 1.657$ and $0.000 > 0.05$ provide additional evidence in favor of the proposition that procedural justice and work engagement are positively and statistically associated. Upon evaluating the hypothesis concerning the correlation between work engagement and organizational trust, H4 is deemed to be true. Based on the obtained T statistic of $2.439 > 1.657$ and the p value of $0.015 < 0.05$, it can be concluded that work engagement and organizational trust are positively and statistically significantly correlated. H5 is supported by the evidence that work engagement and organizational commitment are significantly and positively correlated (T statistic: $3.254 > 1.657$; p value: $0.001 < 0.05$); thus, H5 regarding the relationship between work engagement and organizational commitment can be accepted. The results of the test for Hypothesis 6, which examined the relationship between organizational trust and organizational commitment, indicated a positive and statistically significant influence ($H6 = 1.657$; T statistic = 3.092 , $p < 0.052$). As a result, it is possible to deduce that operational trust positively influences commitment. Following the examination of Hypothesis 7, which posits that organizational trust mediates the relationship between procedural justice and work engagement, the T statistic values ($2.070 > 1.657$) and p value ($0.038 < 0.05$) indicate that organizational trust mediates the connection between the two variables in fact. As a result, it is possible to deduce that this correlation is statistically significant and positive. H7 is therefore deemed acceptable. After conducting an analysis to examine Hypothesis 8, which posits that organizational commitment mediates the connection between procedural justice and work engagement, the T statistic values of $2.248 > 1.657$ and $0.025 < 0.05$ were obtained. These values were deemed significant enough to warrant the conclusion that organizational commitment mediates the aforementioned relationship. As a result, H8 is deemed acceptable. The results of an examination of H9 concerning the effect of procedural justice on turnover intention were as follows: a p value of $0.013 < 0.05$ and a T statistic of $2.498 > 1.657$. The obtained values suggest that there is a statistically significant and negative relationship between procedural justice and turnover intention. Consequently, H9 can be accepted. In order to ascertain whether organizational commitment acts as a mediator between attrition intention and procedural justice, H10 was analyzed. Based on the obtained T statistic of $2.163 > 1.657$ and p value of $0.031 < 0.05$, it can be concluded that procedural justice mediates the relationship between turnover intention and

organizational commitment. Consequently, H10 can be accepted. The results obtained from testing hypothesis H11 concerning the influence of organizational commitment on turnover intention revealed a statistically significant and negative relationship (T statistic: $2.635 > 1.657$; p value: $0.008 < 0.05$). As a result, H11 may be considered acceptable. In testing Hypothesis 12 concerning the relationship between procedural justice and organizational commitment via organizational trust, the T statistic yielded the following results: $2.758 > 1.657$; $p = 0.006$; and $d = 0.05$. By means of organizational trust, these values suggest that procedural justice has a substantial and positive impact on organizational commitment. Therefore, it is possible to adopt hypothesis 12.

Discussion

Positive effects of procedural justice on organizational trust can be observed. This statement implies that an augmentation in procedural justice is associated with a commensurate increase in trust within an organization. Conversely, the degree of procedural justice attained has a direct correlation with the decline in organizational trust. The prevailing labor period, as estimated by the participants, comprises an approximate span of four to five years. This indicates that the employees have achieved an acceptable degree of fairness in the workplace, which subsequently impacts the employees' trust in the organization. Significantly favorable results result from the fact that procedural justice concerns employees' perceptions of the recompense they receive for their services rendered on behalf of the organization. Procedural justice is implemented so that each member of the organization may experience a sense of investment in the decision-making process and develop a robust connection to a range of outcomes that are significant to the organization. The results of this research align with the conclusions drawn in (Tlaiss & Elamin, 2015), which indicate that organizational trust is positively impacted by procedural justice. According to Rajabi, Abdar, and Agoush (2017), a more robust correlation can be observed between procedural justice and organizational trust.

There is a positive correlation between the implementation of procedural justice and organizational commitment. This finding implies that an escalation in procedural justice is associated with an enhanced degree of dedication within the organization. Concurrently, the level of organizational commitment diminishes as the extent of procedural justice is attained. S1/D4 emerges as the most prevalent category based on the most recent education of the respondents, indicating that its employees hold a substantial level of education and are thus capable of perceiving the organization's impartiality and developing a sense of loyalty towards it. The significance of the positive correlation stems from the leadership position that justice holds within the organization. Consequently, organizations must ensure that their personnel are regarded fairly so as to retain them. This aligns with the results obtained from a study conducted by Qureshi, Frank, Lambert, Klahm, and Smith (2017), which established a positive correlation between procedural justice and organizational commitment.

Positive effects of procedural justice on employee engagement. This can be construed as suggesting that work engagement increases in direct proportion to procedural justice. As the level of procedural justice achieved decreases, there is a corresponding decrease in work engagement. A constructive and meaningful correlation arises due to the fact that organizational decisions characterized by transparency and fairness have the potential to enhance employee work engagement by instilling a sense of appreciation. Fair procedures and reward distribution convey a symbolic message that employees are esteemed members of a collective, thereby motivating them to consistently demonstrate active engagement in their work. In turn, this inspires employees to exhibit favorable work conduct. This is in line with research conducted by (Kim & Park, Examining Structural Relationships between Work Engagement, Organizational Procedural Justice, Knowledge Sharing, and Innovative Work Behavior for Sustainable Organizations, 2017) which revealed that procedural justice has a stronger effect on work engagement.

Positive correlation exists between organizational trust and employee engagement. Work engagement increases in direct proportion to organizational trust, as indicated by this. A negative correlation exists between the degree of trust within an organization and the level of employee engagement. A notable positive correlation is established between employees' strong organizational commitment and an increased level of work engagement. The degree to which an employee identifies with and is invested in the organization's mission constitutes organizational commitment. Moreover,

the current investigation is supported by a study (Asif, Qing, Hwang, & Shi, 2019) which provides evidence that organizational commitment significantly augments work engagement.

Work engagement and organizational commitment are positively correlated. Work engagement appears to increase proportionally to organizational commitment, as can be deduced. A negative correlation exists between the degree of organizational commitment and work engagement. The positive and significant correlation emerges as a result of the way in which organizational commitment nurtures the work engagement attitudes of employees. Work engagement with the organization experiences a decline when organizational commitment is minimal. This can be attributed to the lack of an affective connection that impacts the expansion of the organization. Employees who have organizational commitment tend to take part in building work engagement. This is proven by data from distributor agent employees in Jakarta, most of whom choose to spend their careers at the company. The results of this research are in line with research by **Cesário & Chambel** (Asif, Qing, Hwang, & Shi, 2019), and **Aboramadan et al. (2019)** which proves that there is a significant positive influence between organizational commitment and work engagement.

Trust within an organization has a positive impact on members' commitment to it. This statement could be interpreted as implying that a higher level of trust within the organization is positively correlated with increased organizational commitment. Conversely, the degree of organizational trust attained is positively correlated with a decline in organizational commitment. The observed positive and statistically significant correlation can be attributed to the employees' evident dedication to the organization, as evidenced by the majority of respondents having been employed for over one to two years. This finding illustrates that the sole factor influencing employees to maintain their employment with the company for a duration exceeding two years is organizational commitment. The outcomes will differ when employees collectively perceive organizational trust in managers as opposed to when they perceive it individually with their colleagues. The findings of this study corroborate the research of (Kianto, Vanhala, & Heilmann, 2016) that organizational commitment is significantly influenced by trust, specifically interpersonal trust.

Trust within an organization does not mediate the connection between procedural justice and employee engagement. This is as a result of the correlation between employees' perception that their employer operates in an equitable manner and increased work engagement, which ultimately contributes to enhanced organizational performance. The results of this research validate the claims put forth by Yadav and Gupta (2017) that organizational trust does not serve as a mediator in the relationship between procedural justice and work engagement.

Organizational commitment does not function as a mediator in the relationship between procedural justice and work engagement. Work engagement appears to increase proportionally to organizational commitment, as can be deduced. A negative correlation exists between the degree of organizational commitment and work engagement. Predicting employees to perform with zeal, commitment, and recognition results in a significant deterioration of the working relationship; as a consequence, the achieved outcomes fail to meet the highest standards. Employees with a strong organizational commitment and a moderate perception of procedural justice, conversely, will make every effort to participate in activities involving their peers. The results of this investigation support the findings of Ha and Lee (2022), which propose that organizational commitment does not serve as a mediator between work engagement and procedural justice.

There is a negative correlation between procedural justice and attrition intention. This suggests that the notion of organizational justice pertains to the way in which employees perceive the fairness of their treatment within the company. Additionally, executives must make decisions in accordance with the principles of justice, given that each employee possesses a strong sense of justice. And if leaders do not do this, it will pose a risk to employees' desire to leave the company or turnover intention. If an employee feels unfair treatment at work, the employee will show negative behavior such as frequently being absent from work or leaving their job and leaving the workplace. Research conducted by (Wongan, 2014) states that organizational justice has an insignificant relationship with turnover. This is because there are other factors that cause turnover and organizational justice is not a strong predictor

of turnover. (Muhammad & Fajrianti, 2013) also prove that organizational justice has a negative and significant influence on turnover intention.

Organizational commitment mediates the relationship between procedural justice and attrition intention. This can be interpreted that procedural justice also provides a basis for commitment because procedural justice means that the employer respects and respects them. Turnover intentions are diminished when employees experience job satisfaction; this holds true even for those who perceive themselves as having greater intention to leave an organization due to unjust treatment. Prior studies have established that (George & Wallio, 2017) explored the relationship between procedural justice and turnover intention of millennial public accountants.

5. CONCLUSION AND SUGGESTION

Conclusion

Based on the results obtained, it can be inferred that procedural justice has a positive impact on work engagement, organizational trust has a positive impact on work engagement, organizational commitment has a positive impact on work engagement, and organizational trust does not act as an intermediary between work engagement and organizational trust. Significant and positive correlation exists between attrition intent and organizational commitment. A significant and positive correlation can be observed between turnover intention and procedural justice. The role of trust as a cornerstone of organizational dedication.

Limitations and Advice

Upon conducting this research, it became apparent that there were a number of limitations. The initial limitation pertained to the fact that the respondents for this study were employees of marketing departments and private organizations operating in Jakarta as agents and distributors. Consequently, the results of this study are not applicable to all personnel employed by private companies in the agent and distributor sector. Consequently, the researcher suggests expanding the geographical scope beyond Jakarta and incorporating additional sections beyond the marketing section for future research.

Managerial Implications

This research has numerous managerial implications; consequently, it is anticipated that organizations will persist in their efforts to foster employee perception of fairness regarding the company's governance. Apart from that, procedural justice must be applied in the job evaluation process based on accurate information. Companies must build a system to listen to employees' opinions so that they can experience procedural justice in the company's operational system. Companies should increase work engagement by carrying out socialization activities on the importance of maintaining enthusiasm, dedication and appreciation in carrying out work and conducting performance assessments. In addition to maintaining and increasing employee organizational commitment, businesses are expected to foster a pleasant and comfortable work environment. This can be done by maintaining communication, appreciating the achievements of each section, and supporting the skills possessed by employees. Apart from that, the chemical industry is a sector whose operational activities cannot be avoided from various risks. Therefore, in an effort to minimize risk, work engagement is needed. Further investigation is anticipated to incorporate moderating variables, such as transformational leadership and work environment, which are hypothesized to exert an indirect impact on the association between procedural justice and work engagement. Increasing fairness can be done by increasing performance appraisals that are tailored to employee performance, employee achievements and employee behavior in the workplace, while increasing procedural justice can be done by means of each performance appraisal procedure must be carried out consistently and involve employees and be based on information, ethics and moral and does not contain the interests of certain parties, and to increase interactional justice can be done by each person in it interacting in a good way and in accordance with applicable ethics both with superiors and co-workers.

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