

The Influence of Job Environment and Organizational Justice on Employee Performance mediated by Employee Engagement in Hospital Employees

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Abstract

This study aims to analyze the effect of job environment and organizational justice on employee performance mediated by employee engagement at a private hospital in Malang. The sample used was 975 employees from two private hospitals. The sampling technique used a saturated sample by making the entire population the research sample. The respondents' criteria are non-outsourced medical personnel and non-outsourced medical personnel. Questionnaires were used to collect research data which were then processed using AMOS. The results showed that the job environment had a significant effect on employee engagement and also on employee performance. Meanwhile, organizational justice has no significant effect on employee engagement and employee performance. Employee engagement did not succeed in mediating the effect of job environment and organizational justice on employee performance.

Keywords

Job environment;
organizational justice;
employee performance



I. Introduction

In a recent survey conducted by the World Health Organization, it has shown that there are disruptions to health services for people who need treatment other than COVID-19 cases. The survey results show that 53% of 155 countries stated that access to health services for people with hypertension cases was delayed, as well as in the case of other health services such as diabetes and diabetes complications in 49%, cancer treatment in 42%, cardiovascular emergencies in 31 %, and breast and cervical cancer screening programs are also disrupted in more than 50% of countries.

In dealing with the Covid-19 pandemic, strong employee engagement and good employee performance are needed, because a series of impacts caused by Covid-19 can affect employee engagement in organizations to weaken and the value of employee performance to decrease, especially in health organizations. The Covid-19 pandemic has disrupted the quality of services due to direct or indirect impacts of the Covid-19 pandemic. As explained in Nationalgeographic.co.id (2020) in a literature study of 33,062 samples of health workers, there was a prevalence of anxiety of 23.2% affecting health workers during the Covid-19 pandemic, and 22.8% of health workers experiencing depression.

The Covid-19 pandemic has resulted in an uncomfortable working environment for health workers, from the lack of experience and equipment in dealing with cases of the corona virus, health workers also feel traumatized because of the large number of patients who died and even many of their co-workers died. In addition, there are fears of contracting and transmitting the corona virus, as well as pressure from the public to be able to provide the best service.

Based on the current phenomenon, it shows that organizations need human resources to move the wheels of work in their organizations. Organizations without the support of qualified and competent human resources will have difficulty in maintaining and developing their conditions in the future (Rivai, 2014). Therefore, organizations really need good and quality human resources, as well as those who have a high contribution to the organization in supporting various tasks and performance that are the responsibility for the sustainability of the organization.

Performance is a real behavior that is displayed by everyone as work performance produced by employees according to their role in the company (Rivai and Sagala 2010). Performance can be influenced by various factors, both internal factors and environmental factors directly or indirectly. Performance is a person's success in carrying out tasks, work results that can be achieved by a person or group of people in an organization in accordance with their respective authorities and responsibilities (Wulandari, 2021). Good performance will determine whether the organization can develop well, or even cannot survive with the times. There are factors that affect employee performance, namely: abilities and expertise, knowledge, work design, personality, work motivation, leadership, leadership style, organizational culture, job satisfaction, work environment, loyalty, commitment, and work discipline (Kasmir, 2016). In addition to these factors, employee performance is supported by employee engagement, a sense of engagement is a sense of attachment, a sense of involvement, a sense of commitment, a sense of contribution, a sense of belonging, loyalty, and a sense of pride in their work and organization (Macey, 2009).

Employee engagement is a form of employee loyalty and has been claimed to predict an increase in employee productivity, profitability, retain employees, and success for the organization (Lim, 2017). If this sense of comfort does not exist, then employee loyalty and enthusiasm for work will also decrease. Conversely, if employees feel comfortable and happy, then employees will have a sense of involvement (engaged) in the company (Lintangsari: 2012).

In line with the results of research from Antony (2019) concluded that the work environment, leadership, compensation and job training can increase the engagement of hotel employees. The results of this study also indicate that there are several other factors that can increase employee engagement such as work culture and teamwork. With a work environment that provides facilities for employees, employees will provide excellent performance (Macey, Schneider, Barbera, Young; 2009).

In addition to the work environment, organizational support and organizational justice have a positive and significant effect on employee engagement and employee performance. This is evidenced by the results of research studies (Nyoman & Ketut, 2018) that employees work well in group work and respect the way group work is compared to working individually. Employees have a sense of engagement (engaged) with their work.

Similarly, research conducted by (Dewantara & Wulanyani, 2019) explains that work engagement is formed by the company environment such as fair and equal treatment given by the company and the attitude of evaluating employee work. In contrast to research conducted by (Sastro, Sunaryo & Abs, 2018) revealed that work motivation and work environment affect the performance of employees who are not engaged. In this study, employee engagement does not affect employee performance. Because there are differences from the results of previous studies, the researchers want to re-examine the job environment and organizational justice variables and make the employee engagement variable as a mediation in influencing the performance of employees at private hospitals in Malang City.

II. Review of Literature

2.1 Job Environment

The work environment is the overall tools and materials encountered, the surrounding environment in which a person works, his work methods, and work arrangements both as individuals and as groups (Sedarmayanti, 2011). Meanwhile, according to (Lewa, 2005) the work environment is designed in such a way as to create a working relationship that binds workers to the environment. A pleasant work environment can make employees feel at home in completing their work and able to achieve an optimal result. On the other hand, if the working environment is inadequate, it will have a negative impact in decreasing the productivity level of employee performance. So it can be concluded that the work environment is everything that is around employees in the form of facilities and infrastructure as well as situations and conditions that can affect employees in carrying out workloads. According to Nitisemito (1996) states that the Job Environment has four indicators in the form of color, cleanliness of the work environment, lighting, good air circulation, assurance of security, noise and spatial planning.

2.2 Organizational Justice

Organizational Justice is an employee's perception of the fairness contained in the company starting from the procedures to the results received by employees. The company is expected to provide comprehensive justice from various aspects, ranging from the division of tasks, time, facilities to compensation received by employees, so that this justice will make employees feel comfortable at work (Lambert, Hogan & Griffin, 2008). So it can be concluded that Organizational Justice is the perception of employees both individually and in groups related to the justice given by the company to employees in an organization. This perception of fairness includes various things from the division of tasks, time, treatment to compensation received by employees. With this fairness is expected to support the achievement of organizational goals. Then the dimensions of organizational justice according to (Usmani & Jamal, 2013) are distributive justice, procedural justice and interactional justice.

Distributive justice is the perceived fairness of how resources and rewards are distributed throughout the organization. So it can be concluded that distributive justice, namely the perception of employees about the justice they get from the organization is in accordance with what they do for the organization. Procedural justice is justice that focuses on the use of methods in determining the amount of compensation to be received. interactional justice is the treatment of superiors to employees in an organization, the treatment can include honesty and management's understanding of employees, as well as how to need and respect employees.

2.3 Employee Engagement

Bakker, et al (2006) explained that Employee Engagement is a condition where individuals have positive feelings, enthusiasm, enthusiasm and have high dedication and are fully involved in all tasks in the organization. Commitment and feeling passionate about work and the organization is a reflection of work engagement (Nel et. al. 2015). Employee engagement is the enthusiasm of employees in working by directing all energy in line with the company's strategic goals. Because this enthusiasm makes employees feel there is an attachment to their company, and has a positive impact on the progress of the company (Nurofia; 2005). The dimensions of employee engagement according to (Schaufeli, Bakker & Salanova, 2006) are vigor, dedication and absorption.

The vigor aspect is characterized by a high level of mental strength and resilience at work, the desire to work hard at work and persistent in the face of difficulties. In this aspect of dedication, it is marked by a feeling that is full of meaning, enthusiasm, inspiration, pride, and challenge. In addition, usually feel enthusiastic and proud of their work. In the absorption aspect, there is a deep concentration and interest, immersed in work, time seems to go by so fast and individuals find it difficult to let go of work and forget everything around them. People who have this aspect will usually feel happy if their attention is always distracted by their work, feels immersed and finds it difficult to separate themselves from work. So that it is not easily influenced by the surrounding environment and feels that time passes so quickly.

2.4 Employee Performance

Performance is a series of patterns of actions taken in achieving goals that can be measured and compared with various standards (Dessler, 2015). Performance is the achievement of goals from activities to support the achievement of company goals that can be measured by a standard. So it can be explained that performance is the result of the efforts of employees, managers and organizations in carrying out the workload assigned to them. Meanwhile, according to (Mangkunegara, 2012) performance is the work achieved by a person based on quality and quantity in carrying out the duties and responsibilities assigned to him. According to Ivancevich, Konopaske and Matteson (Busro in Edward, 2020) that performance shows the ability and skills of workers. According to Yani in Syardiansyah (2020) performance is a result of work achieved by a person in carrying out the tasks assigned to him based on skill, experience and sincerity as well as time. This means that in work contains elements of the standard that achievement must be met, so, for those who reach the standards set means good performance (Wahjudewanti, 2021). Employee performance is a result of work achieved by employees within a certain period according to the main tasks and functions that have been determined and the standards that have been determined by the company. So it can be concluded that employee performance is the result of work either individually, collectively individually, the quality and quantity of work within a certain period of time and in accordance with the standards set by the company. According to Supriadi (in Harris, 2015) the dimensions of employee performance are work quality, work quantity, knowledge, job adjustment, reliability, work relations and work safety.

III. Research Method

This study uses a correlational quantitative approach. The research was conducted at Wawa Husada Hospital and Hasta Husada Hospital located in Malang. The study was carried out from February to July 2021. The population used was 975, then this study used the saturated sample method by making all members of the population the research sample. Researchers used the criteria of respondents, namely non-outsourced medical personnel and non-outsourced medical personnel. The data used are primary and secondary data. Furthermore, for data collection using research questionnaires, validity and reliability tests were carried out in an effort to obtain valid and reliable items. This study uses data analysis techniques in the form of structural equation modeling (SEM) using the help of the AMOS 6.0 statistical application.

IV. Results and Discussion

4.1 Results

a. Descriptive Analysis of Respondent Characteristics

Based on table 1, it can be seen that the majority of respondents are female, then the majority are aged 30-34 years.

Table 1. Characteristics of Respondents

	Description	Frecuency	Presentase (%)
Gender	Male	383	39%
	Female	606	61%
Age	25-29	233	23,55%
	30-34	456	46,10%
	35-39	242	24,47%
	40-44	29	2,93%
	45-49	15	1,51%
	50-54	7	0,70%
	55-59	7	0,70%

b. Measurement Model (Confirmatory Factor Analysis)

The first part of the SEM analysis is the interpretation of the measurement model. The measurement model presents the measurement of variables (as unobservable variables) of each measuring indicator (as observable variables). The measurement model was carried out on each research variable. This measurement model is equivalent to Confirmatory Factor Analysis (CFA). The coefficient of the measurement model or called the loading factor states the magnitude/contribution of the indicator as a measure of the variable. The indicator with the highest loading factor indicates that the indicator is the strongest measure of the variable being measured. The indicator is declared significant as a measure of the variable if the P-value <0.05, or the indicator is declared fixed.

Table 2. Variable Measurement Model After Modification

Variables	Indicator	Loading Factor	P-Value	Conclusion
Job Environment (X1)	X1.2	0.713	Fix	Significant
	X1.3	0.712	0.000	Significant
	X1.5	0.751	0.000	Significant
	X1.6	0.510	0.000	Significant
	X1.9	0.643	0.000	Significant
	X1.10	0.733	0.000	Significant
	X1.11	0.735	0.000	Significant
Organizational Justice (X2)	X2.1	0.525	Fix	Significant
	X2.5	0.354	0.000	Significant
	X2.6	0.662	0.000	Significant
	X2.7	0.802	0.000	Significant

	X2.8	0.809	0.000	Significant
	X2.9	0.840	0.000	Significant
	X2.10	0.709	0.000	Significant
Employee Engagement (Z)	Z4	0.550	Fix	Significant
	Z6	0.899	0.000	Significant
	Z7	0.923	0.000	Significant
	Z8	0.837	0.000	Significant
Employee Engagement (Y)	Y2	0.499	Fix	Significant
	Y5	0.664	0.000	Significant
	Y7	0.642	0.000	Significant
	Y8	0.509	0.000	Significant
	Y9	0.305	0.002	Significant
	Y14	0.702	0.000	Significant
	Y16	0.700	0.000	Significant
	Y17	0.704	0.000	Significant
	Y18	0.370	0.000	Significant
	Y20	0.655	0.000	Significant

Based on table 2, it can be seen that each indicator forming each latent variable shows good results, namely all probability values for each indicator are less than 0.05. With these results, it can be said that the indicators that form the latent variables of the construct have shown to be strong indicators in measuring the latent variables. Furthermore, based on this conformational factor analysis, this research model can be used for further analysis, namely reliability testing

Table 3. Reliability Test

Variabel	Reliability
<i>Job Environment (X1)</i>	0.863
<i>Organizational Justice (X2)</i>	0.858
<i>Employee Engagement (Z)</i>	0.885
<i>Employee Performance (Y)</i>	0.836

The results of the reliability test on each latent variable on its constituent dimensions indicate that all variables are shown as a reliable measure because each has a reliability greater than 0.7.

c. Structural Equation Modeling (SEM) Analysis

The next analysis is the full model Structural Equation Model (SEM) analysis, after analyzing the level of unidimensionality of the indicators forming the latent variables tested by confirmatory factor analysis. Analysis of the results of data processing at the full stage of the SEM model was carried out by conducting conformity tests and statistical

tests. The results of data processing for the full analysis of the SEM model after being modified are shown in Figure 1.

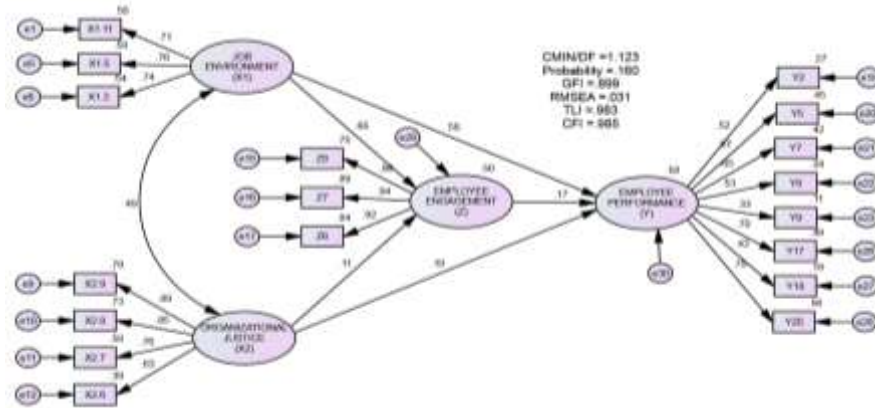


Figure 1. Model Modification

A summary of the results of the full Structural Equation Model (SEM) after modifications can be seen in the following table:

Table 4. Full SEM Model after Modification of the Model

Goodness off fit Index	Off Value	Result	Model Evaluation
CMIN/DF	≤ 2	1.123	Good
Probability	≥ 0.05	0.160	Good
GFI	≥ 0.90	0.899	Good
RMSEA	≤ 0.08	0.031	Good
TLI	≥ 0.95	0.983	Good
CFI	≥ 0.95	0.985	Good

Based on Figure 1 and Table 4, it can be seen that all the test results of the full feasibility of this SEM model using CMIN/DF, GFI, RMSEA, TLI, CFI and Probability are within the expected range of values. Based on these results also indicate that the model used is acceptable. The significance level of 0.160 indicates a good structural equation model.

d. SEM Assumption Test

This research was carried out by distributing research questionnaires to 213 respondents who had been designated as research samples, a total of 141 questionnaires returned. Thus, the number of samples is said to have met the structural equation model or Structural Equation Model (SEM). Next is the normality test by looking at the skewness value of the data used. If the CR value on the skewness is in the range between ± 2.58 , then the data can still be declared to be distributed at a significance level of 0.01. The results of the data normality test are shown in table 5.

Table 5. Assessment of Normality

Variable	Min	max	skew	c.r.	kurtosis	c.r.
Y20	3.000	5.000	.364	1.708	.627	1.470

Y18	1.000	5.000	-.445	-2.088	-.186	-.437
Y17	2.000	5.000	-.572	-2.681	2.437	5.714
Y9	1.000	5.000	-.306	-1.435	.037	.088
Y8	3.000	5.000	-.248	-1.165	-.760	-1.782
Y7	3.000	5.000	-.046	-.217	-.430	-1.009
Y5	3.000	5.000	.489	2.295	.923	2.165
Y2	2.000	5.000	-.261	-1.226	-.483	-1.132
Z8	3.000	5.000	-.059	-.277	-.632	-1.482
Z7	3.000	5.000	-.106	-.498	-.461	-1.081
Z6	3.000	5.000	-.097	-.455	-.416	-.975
X2.9	1.000	5.000	-.814	-3.816	1.573	3.689
X2.8	1.000	5.000	-.580	-2.719	.683	1.603
X2.7	2.000	5.000	.077	.362	-.292	-.685
X2.6	1.000	5.000	-.382	-1.793	-.083	-.195
X1.11	2.000	5.000	-.455	-2.135	1.524	3.573
X1.5	2.000	5.000	-.347	-1.630	.531	1.245
X1.3	2.000	5.000	-.804	-3.769	.820	1.923
Multivariate					58.098	12.438

Based on Table 5, it can be seen that there are several indicators with a value of c.r. Skewness and c.r Kurtosis values are outside the range of ± 2.58 . It can be concluded that the univariate normality of the data is not good. The multivariate test shows a CR value of 12,438, where this number is categorized as data that is not normally distributed in a multivariate manner. Thus, the multivariate data also does not meet the requirements for the normality test. However, based on the central limit theorem, the larger the sample, the statistics will be normally distributed. With a sample size of 141, the data of this study are considered to meet the postulate of the central limit, so that the assumption of normality of the data is not critical and can be ignored.

Multicollinearity testing is conducted to see if there is multicollinearity and singularity in a combination of variables. Indications of multicollinearity and singularity can be seen through the determinant value of the covariance matrix which is really small, or close to zero. From the results of data processing the determinant value of the sample covariance matrix is 74.095.

Furthermore, testing outliers in two ways, namely univariate outliers and multivariate outliers which can be shown in tables 6 and 7 below.

Table 6. Descriptive Statistics Value Z score

Indikator	N	Minimum	Maximum	Mean	Std. Deviation
Zscore(X1.3)	132	-2.59892	1.31428	.0000000	1.0000000
Zscore(X1.5)	132	-3.11508	1.55754	.0000000	1.0000000
Zscore(X1.11)	132	-3.46209	1.61564	.0000000	1.0000000
Zscore(X2.6)	132	-3.06772	1.84063	.0000000	1.0000000
Zscore(X2.7)	132	-2.20289	2.01133	.0000000	1.0000000

Zscore(X2.8)	132	-3.54366	1.71210	.0000000	1.0000000
Zscore(X2.9)	132	-3.36796	1.69837	.0000000	1.0000000
Zscore(Z6)	132	-2.00092	1.34239	.0000000	1.0000000
Zscore(Z7)	132	-1.88258	1.36579	.0000000	1.0000000
Zscore(Z8)	132	-1.62924	1.44304	.0000000	1.0000000
Zscore(Y2)	132	-1.85955	1.82236	.0000000	1.0000000
Zscore(Y5)	132	-2.46271	1.84295	.0000000	1.0000000
Zscore(Y7)	132	-2.18815	1.31289	.0000000	1.0000000
Zscore(Y8)	132	-2.40488	1.08352	.0000000	1.0000000
Zscore(Y9)	132	-2.88502	1.96622	.0000000	1.0000000
Zscore(Y17)	132	-3.65197	1.84681	.0000000	1.0000000
Zscore(Y18)	132	-2.58098	2.13444	.0000000	1.0000000
Zscore(Y20)	132	-2.36830	1.74506	.0000000	1.0000000
Valid N (listwise)	132				

Based on Table 6, it can be seen that the distribution of data for each observed variable shows an indication of outliers. This is indicated by the Zscore value of the research data whose value is outside the range of 3.00.

Table 7. Multivariate Outlier Test

Observation number	Mahalanobis d-squared	p1	p2
46	41.676	.001	.150
132	37.868	.004	.100
8	37.705	.004	.019
124	37.339	.005	.004
122	36.959	.005	.001

Mahalanobis distance is a distance that measures the proximity of the "average" data center point to each observation point. In this case the point of observation is the respondent's questionnaire number. Examination of multivariate outliers was performed using the Mahalanobis criteria at a level of $p < 0.001$.

To calculate the mahalonobis distance based on the chi-square value at independent degrees of 18 (indicator) at the level of $p < 0.001$ is $\chi^2_{18,0.001} = 42.312$ (based on the distribution table 2). From the results of data processing in table 4.18 it can be seen that the maximum Mahalanobis distance is 41,676 which is still below the maximum limit for multivariate outliers. It is concluded that all observation points are not outliers. Thus the outlier assumption is met.

e. Structural Model and Hypothesis Testing

Table 8. Regression Weight Structural Equation Model

Hypothesis	Estimate	S.E.	C.R.	P	Conclision
Job Environment (X1) terhadap Employee Engagement (Z)	0.877	0.162	5.406	0.000	Significant

Hypothesis	Estimate	S.E.	C.R.	P	Conclsion
Organizational Justice (X2) terhadap Employee Engagement (Z)	0.085	0.075	1.124	0.261	Not Significant
Job Environment (X1) terhadap Employee Performance (Y)	0.587	0.184	3.189	0.001	Significant
Organizational Justice (X2) terhadap Employee Performance (Y)	0.060	0.059	1.022	0.307	Not Significant
Employee Engagement (Z) terhadap Employee Performance (Y)	0.131	0.098	1.342	0.180	Not Significant

The table above shows that only two hypotheses are accepted, namely the job environment on employee engagement, meaning that the better the job environment provided by the hospital leadership makes employee engagement increase, as well as the job environment on employee performance. While the other hypothesis is rejected because it has a p value greater than 0.05. Furthermore, the mediation test or indirect effect which shows that employee engagement does not succeed in mediating the effect between job environment and organizational justice on employee performance can be seen in table 9 below.

Table 9. Structural Model of SEM Results: Indirect Effect (Mediation Effect)

Indirect Effect	Direct Effect Coefficient		Indirect Coefficient	Conclusion
X1→Z→Y	X1→Z = 0.877 (Significant)	Z→Y = 0.131 (Not Sig.)	0.114	Not Sig.
X2→Z→Y	X2→Z = 0.085 (Not Sig.)	Z→Y = 0.131 (Not Sig.)	0.011	Not Sig.

4.2 Discussion

a. Effect of Job Environment on Employee Engagement

The estimated parameter value of the regression weight coefficient on the job environment on employee engagement has a positive correlation value and the C.R value is quite good and meets the requirements, it indicates that the relationship between the job environment and employee engagement is positive. This means that the better the job environment provided by the company, the more employee engagement will be. Hypothesis testing of the two variables has a fairly good probability value, then the job environment has a positive and significant effect on employee engagement. These results are in line with previous research conducted by Antony S. (2019) which showed that the job environment had a positive and significant effect on employee engagement.

b. The Effect of Organizational Justice on Employee Engagement

The estimated parameter value of the regression weight coefficient of organizational justice on employee engagement shows a positive correlation value, but has a C.R value that is not good and does not meet the requirements, it indicates that the relationship between organizational justice and employee engagement is positive. This means that the better the implementation of organizational justice in the company will increase employee engagement. Testing the relationship between the two variables has a bad probability value, then organizational justice has no significant effect on employee engagement. The results of this study are not in line with previous research from Aditya, Robiansyah, and Syahrudin (2020) which found that organizational justice had a significant effect on employee engagement.

c. Effect of Job Environment on Employee Performance

The estimated parameter value of the regression weight coefficient on the job environment on employee performance has a positive correlation value and the C.R value is quite good and meets the requirements, this indicates that the relationship between the job environment and employee performance is positive. This means that the better the job environment provided by the company, the better the employee performance of an employee. Hypothesis testing of the two variables has a fairly good probability value, then the job environment has a positive and significant effect on employee performance. These results are in line with previous research conducted by Dwi Agung Nugroho (2013) and Nela, Bambang and Arik (2014) which showed that the job environment had a positive and significant effect on employee performance.

d. The Effect of Organizational Justice on Employee Performance

The parameter estimation of the regression weight coefficient of organizational justice on employee performance shows a positive correlation value, but has a C.R value that is not good and does not meet the requirements, it indicates that the relationship of organizational justice to employee performance is positive. This means that the better the implementation of organizational justice in the company will increase employee performance. Testing the relationship between the two variables has a probability value that is not good, then organizational justice has no significant effect on employee performance. The results of this study are not in line with previous research from Dwi Sulistyono (2016) and Glenda Avilla (2017) which found that organizational justice has a significant effect on employee performance.

e. The Effect of Employee Engagement on Employee Performance

The parameter estimation of the regression weight coefficient of employee engagement on employee performance shows a positive correlation value, but has a C.R value that is not good and does not meet the requirements, it indicates that the relationship between employee engagement and employee performance is positive. This means that the better the implementation of employee engagement in the company will increase employee performance. Testing the relationship between the two variables has a probability value that is not good, then employee engagement has no significant effect on employee performance. The results of this study are not in line with previous research from Sucahyowati, H., & Hendrawan, A. (2020) and Fidyah & Setiawati (2020) which found that employee engagement has a significant effect on employee performance.

f. The Influence of Job Environment on Employee Performance mediated by Employee Engagement

Analysis of the influence between employee engagement in mediating the effect of the job environment on employee performance which can be seen from the standardized direct effect < standardized indirect effect, based on testing the relationship between the two variables indicates the value of the standardized indirect effects (indirect effect) is smaller than the value of the standardized direct effects (influence). directly), it shows that employee engagement cannot mediate the effect of the job environment on employee performance.

g. The Effect of Organizational Justice on Employee Performance mediated by Employee Engagement

Analysis of the influence between employee engagement in mediating the effect of organizational justice on employee performance which can be seen from the standardized direct effect < standardized indirect effect, based on testing the relationship between the two variables indicates the value of standardized indirect effects (indirect effect) is smaller than the value of standardized direct effects (indirect effect). directly), it shows that employee engagement cannot mediate the effect of organizational justice on employee performance.

V. Conclusion

Based on the discussion that has been explained, it can be concluded that the job environment has a positive and significant effect on employee engagement. Organizational justice has no significant effect on employee engagement. Job environment has a positive and significant effect on employee performance. Organizational justice has no significant effect on employee performance. Employee engagement has no significant effect on employee performance. Employee engagement does not mediate the effect of the job environment on employee performance. Employee engagement does not mediate the effect of organizational justice on employee performance. Suggestions to future researchers if they want to research on the same topic as this study, among others, in this study employee engagement did not succeed in mediating the effect of job environment and organizational justice on employee performance. Then the next researcher can re-evaluate the use of the employee engagement variable as a mediating variable on these two variables.

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