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The perception of organizational justice and work engagement in garment industries

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Abstract--Following the equity theory, the study examines the effect of distributive, procedural, and interactional justice on employee attachment. This study was performed at a Denpasar garment company, entailing 150 employees. The collection of data was accomplished through a questionnaire with a 5-point Likert scale to determine employee perceptions of organizational justice perceptions and work engagement. The data acquired were scrutinized using the SEM-PLS 4 method to verify the linkage between variables. The results indicate that the three perceptions of justice (distributive, procedural, and interactional) significantly impacted employee work engagement. Positive perceptions of justice promote employees' motivation, commitment, and emotional engagement with the organization. The study implies that organizations must consider distributive, procedural, and interactional justice to encourage employee engagement. Management must proportionate rewards to employees' contributions, implement transparency and consistency in decision-making, and handle employees with respect and empathy to significantly drive employee engagement.



Keywords---organizational justice, work engagement, garment industries.

Introduction

Work engagement is paramount in organizational efficacy, given that it directly depends on employee productivity, commitment, and job satisfaction. Employees with solid bonds with their jobs perform excellently, absent less, and remain committed to accomplishing organizational goals (Schaufeli & Bakker, 2021). Job engagement also encourages innovation since involved employees proactively troubleshoot problems and deliver continual progress (Kahn, 2021). Bakker et al. (2021) suggest that job engagement provides a positive and supportive work environment where employees are rewarded and empowered to be outstanding. Besides, job attachment also relates to employee retention because emotionally attached employees are inclined to be loyal (Rich et al., 2021). Thus, organizations must devise strategies to strengthen employee engagement with inspiring leadership, recognition, and development opportunities.

Employees with robust work engagement yield multiple benefits. First, they are inclined to be productive, outperform, and proactively resolve workplace challenges (Schaufeli & Bakker, 2021). Further, solid job engagement is associated with enhanced employee retention since engaged employees are more inclined to maintain organizational loyalty (Rich et al., 2021). Engaged employees are more innovative, perceive personal responsibility for the organization's success, and are more inclined to contribute new ideas (Bakker et al., 2021). Saks (2021) describes that work engagement enhances employees' psychological performance and diminishes stress and burnout. Thus, high job attachment fosters a positive and more favorable work environment (Kahn, 2021). Employees who are emotionally attached have excellent performance and reinforce commitment and loyalty.

Equity theory states that employees who receive fair treatment manifest stronger work attachment. Employees who perceive fair treatment of rewards, opportunities, and conduct become motivated and emotionally attached (Colquitt et al., 2021). Greenberg (2021) suggests that distributive, procedural, and interactional justice are crucial in shaping perceptions of fairness among employees. Further, Adams (2021) points out that organizational justice boosts employees' trust and loyalty, directly affecting work engagement. When treated fairly, employees feel valued and supported, increasing their job satisfaction and performance (Cropanzano et al., 2021). Accordingly, organizational justice creates a more harmonious environment, facilitates employee engagement, and contributes to organizational goals. Equity theory shows the perception of organizational justice is a decisive factor in employee engagement and contribution to organizational goals.

Organizational justice comprises three main aspects: distributive justice (fair distribution of results), procedural justice (fair decision-making), and interactional justice (fair and respectful handling of employees) (Colquitt et al., 2024). When employees experience fairness in all three aspects, their work

engagement is elevated for being valued and recognized (Cropanzano et al., 2024). Further, Adams (2024) shows that employees who perceive fairness in recognition and promotion are emotionally attached and productive. Greenberg (2024) asserts that consistently enforced procedural justice leads to stronger employee loyalty and commitment to the company. Gibson et al. (2024) observe that perceptions of interactional justice reinforce interpersonal linkages and foster a positive environment, promoting higher engagement.

Literature Review

Equity Theory

The equity theory was proposed by Adams (1965) and posits that employees compare their inputs, i.e., effort, skills, and time, with the outcomes they receive, i.e., pay, recognition, and promotion. Suppose employees perceive that they are treated fairly. In that case, the ratio between their inputs and outcomes is balanced with that of their coworkers, and they will be content and motivated to outperform (Adams, 2021). Conversely, unfairness leads to dissatisfaction and even negative behaviors, i.e., decreased motivation or performance (Colquitt et al., 2021). It covers three main dimensions: distributive justice (equality in results), procedural justice (equality in decision-making), and interactional justice (equality in interpersonal conduct). Cropanzano et al. (2021) state that procedural justice significantly impacts employee job commitment and engagement. Moreover, Greenberg (2021) also confirms that perceptions of equity influence employee loyalty and motivation, positively impacting organizational performance.

Perceived Organizational Justice

Perceived organizational justice is employees' views on how fairly they receive treatment in the work environment. It encompasses three main dimensions: distributive justice (fairness in the distribution of results), procedural justice (the process used to determine results), and interactional justice (the quality of interpersonal conduct) (Greenberg, 2011). Colquitt (2012) elaborates that these perceptions influence motivation, work engagement, and performance. Cropanzano and Ambrose (2015) add that organizational justice generates a stronger sense of trust and commitment. The perception of organizational justice is important because it affects job satisfaction, motivation, and employee commitment. When employees feel they are treated fairly, they tend to be more loyal and perform better (Colquitt et al., 2019; Greenberg, 2020). Injustice can lead to dissatisfaction and decreased productivity.

Work Engagement

Work engagement is a positive psychological state marked by employees' energy, dedication, and inclusive involvement at work. Schaufeli and Bakker (2010) define work engagement as an emotional and cognitive commitment that keeps employees motivated and passionate to complete tasks. This attachment involves feelings of enthusiasm, meaning, and sustained effort at work (Kahn, 1990). Saks (2011) explains that work engagement improves performance, productivity, and employee satisfaction in a supportive work environment. Companies need to have

employees with high work engagement because it can increase their productivity, creativity, and commitment to the company's goals. Actively engaged employees tend to demonstrate better performance and higher loyalty (Bakker & Demerouti, 2018; Schaufeli, 2019).

Perceived Organizational Justice and Work Engagement

Equity theory states that the perception of organizational justice is closely related to employee work engagement. Employees who feel they are treated fairly, in terms of resource distribution, procedures, and interpersonal interactions, tend to have higher work engagement (Colquitt et al., 2019). The perception of justice enhances trust and loyalty toward the organization, motivating employees to contribute optimally (Schaufeli, 2019). Procedural and distributive justice play a critical role in creating a work environment that supports engagement, where employees feel valued and heard (Saks, 2021). Ultimately, justice within the organization has a positive impact on employee performance and commitment.

Perceived organizational justice: distributive, procedural, and interactional justice significantly influences employee engagement. Distributive justice is the perception of the equitable distribution of outcomes or rewards that employees receive. When employees feel that the results they receive align with their efforts and contributions, their work engagement increases (Adams, 2021). Colquitt et al. (2021) confirm that distributive justice is vital in creating motivation and job satisfaction. Procedural justice is the employee's perception of equality in decision-making and affects work engagement. Employees who feel transparency and consistency feel valued and attached (Cropanzano et al., 2021). Folger and Konovsky (2021) show that employees who perceive procedural justice have solid commitment and loyalty.

Meanwhile, interactional justice is how employees are treated personally and professionally. Employees feeling treated with respect, fairness, and empathy will increase their emotional attachment (Greenberg, 2021). Masterson et al. (2021) and Moorman (2021) support that excellent interactional justice facilitates interpersonal linkages at work, positively impacting work attachment. Strong perceptions of organizational justice in all three dimensions increase employee satisfaction, motivation, and work engagement, improving performance and organizational commitment.

Several researchers emphasized the importance of organizational justice perceptions in enhancing work engagement. When employees feel they are treated fairly in terms of distributive, procedural, and interactional justice, they tend to be more engaged in their work and have higher loyalty to the organization (Johnson et al., 2024). Consistently applied procedural justice can increase employees' trust in management, which in turn promotes stronger engagement (Smith & Brown, 2024). Moreover, interactional justice, which focuses on appreciation for employees, also contributes to increased motivation and commitment (Taylor & Lee, 2024). Subsequently, the proposed hypotheses:

- H1. Attributive justice affects work engagement
- H2. Procedural justice affects work engagement
- H3. Interactional justice affects work engagement

Methods

This study utilized a quantitative approach to examine the effect of perceived organizational justice on work engagement and was conducted in a garment company by taking a sample of 150 employees. Data collection was conducted through a questionnaire determined using a 5-point Likert scale: 1 indicates “strongly disagree,” and 5 indicates “strongly agree.” the perception of organizational justice measurement was adopted from Colquitt et al. (2021), including distributive, procedural, and interactional justice dimensions. Work engagement measurement was adopted from Schaufeli et al. (2021). The collected data were scrutinized using the Partial Least Squares (PLS)--based Structural Equation Modeling (SEM) technique, allowing the analysis of variable linkages with multivariate assumptions (Hair et al., 2022). SEM-PLS was chosen because of its ability to handle data that is not normally distributed and is suitable for relatively small samples (Wold, 2021).

In SEM-PLS, the outer and inner models must meet validity and reliability. In the outer model, the loading factor must reach ≥ 0.7 to indicate good indicator validity (Hair et al., 2022). Further, Average Variance Extracted (AVE) must be ≥ 0.5 to ensure convergent validity (Fornell & Larcker, 1981), and Composite Reliability (CR) must be ≥ 0.7 to assess construct reliability (Chin, 2021). Discriminant validity was examined by looking at the cross-loading value for each construct with its indicators exceeding the indicators of other constructs in the model. For the inner model, the R^2 value is considered weak if ≥ 0.19 , medium if ≥ 0.33 , and strong if ≥ 0.67 (Chin, 1998). Moreover, path coefficients must be significant with a p-value < 0.05 (Hair et al., 2022). Accordingly, the Q^2 (predictive relevance) value must exceed 0 to indicate that the model has good predictive relevance (Geisser, 1974; Stone, 1974).

Results

The SEM-PLS with Smart PLS 4.1 software informs that the model must meet the outer model criteria (convergent validity, discriminant validity, and composite validity), which the research model had met (Table 1). The loading factor value of each indicator variable exceeds 0.50. Thus, it is considered to meet the convergent criteria. The loading factor value is depicted in Table 1.

Table 1. Loading Factors Value

	Distrib J	Interact J	Proc J	W Enggag
x1.1	0,827			
x1.2	0,754			
x1.3	0,689			
x2.1			0,765	
x2.2			0,811	
x2.3			0,821	
x3.1		0,696		
x3.2		0,745		
x3.3		0,838		

	Distrib J	Interact J	Proc J	W Enggag
y1				0,762
y2				0,737
Y3				0,734
y4				0,696
y5				0,500
y6				0,745
y7				0,623
y8				0,754
y9				0,522

Conceptual model validation is also performed by considering composite reliability based on the value of Cronbach Alpha (CA> 0.6), Rho_c (CR> 0.7), and Average Variance Extracted (AVE> 0.50). The results of the composite reliability test declared that the model had met the composite reliability criteria displayed in Table 2.

Table 2. Composite Reliability

Variables	Cronbach's alpha	CR (rho_a)	CR (rho_c)	AVE	R square
Dist J	0,630	0,646	0,802	0,576	
Int J	0,637	0,651	0,805	0,581	
Proc J	0,721	0,731	0,842	0,639	
W Engg	0,851	0,864	0,884	0,500	0,740

Furthermore, discriminant validity assessment uses the cross-loading value, showing that the correlation value between indicators exceeds other indicator variables in the research model. The cross-loading value is presented in Table 3.

Table 3. Cross-Loading Value

Variables	Dist J	Int J	Proc J	W enggag
x1.1	0,827	0,624	0,661	0,702
x1.2	0,754	0,426	0,436	0,545
x1.3	0,689	0,453	0,611	0,560
x2.1	0,565	0,628	0,765	0,571
x2.2	0,512	0,495	0,811	0,512
x2.3	0,710	0,607	0,821	0,691
x3.1	0,476	0,696	0,452	0,515
x3.2	0,483	0,745	0,534	0,560
x3.3	0,569	0,838	0,659	0,649
y1	0,679	0,578	0,629	0,762
y2	0,619	0,481	0,638	0,737
Y3	0,577	0,499	0,508	0,734
y4	0,486	0,446	0,500	0,696
y5	0,368	0,355	0,316	0,495
y6	0,565	0,615	0,648	0,745

Variables	Dist J	Int J	Proc J	W enggag
y7	0,557	0,542	0,369	0,623
y8	0,587	0,605	0,499	0,754
y9	0,395	0,475	0,406	0,522

After the model fulfils the conceptual model testing (outer model), the structural model is tested using the Predictive Relevance (Q²) value with the following formula. The R² value describes that the model can be categorized as strong because the R² value exceeds 0.67 (Chin, 1998). The value of R² is = 0.740 (> 0.67). Furthermore, it is calculated $Q^2 = 1 - \{1 (R^2)\} = 1 - 0.260 = 0.740$ (Q² value is positive and close to the value of 1), meaning that the model has a good predictive relevance value. Thus, a 74% variation in the work engagement variable (endogenous) can be predicted by distributive justice, procedural justice, and interactional justice variables (exogenous). Further, the hypothesis testing is performed, displayed in Figure 1, and summarized in Table 4.

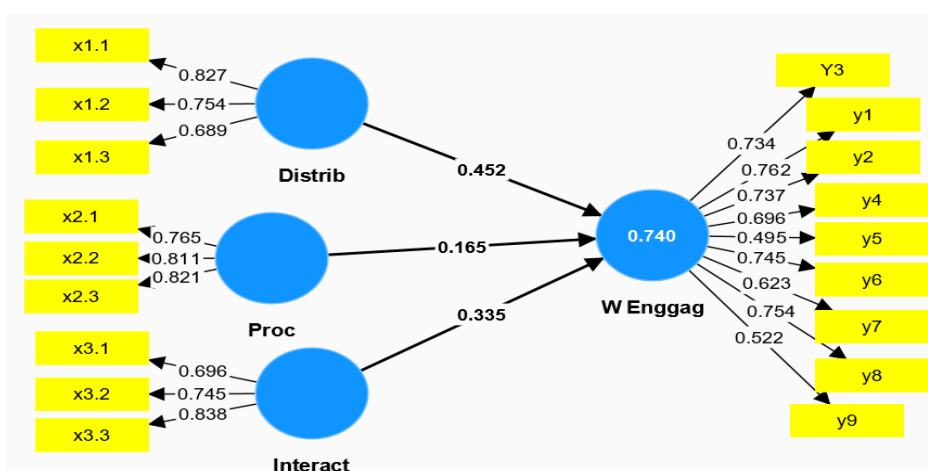


Figure 1. Full Model SEM-PLS

Table 4 summarizes the results of hypothesis testing based on Figure 1.

Table 4. Hypothesis Testing

	Original sample (O)	Sample mean (M)	Standard deviation	T statistics	P values
Dist J -> W engagement	0,452	0,446	0,078	5,782	0,000
Int J -> W engagement	0,335	0,339	0,077	4,357	0,000
Proc J -> W engagement	0,165	0,173	0,072	2,278	0,023

Table 4 shows that the 3 proposed hypotheses are accepted (significant), using the criteria of t-statistics > 1.96 (t-statistics > 1.96) and p-values exceeding 0.05 (p-values > 0.05).

Discussions

The results show that distributive justice significantly affects employee work attachment. When employees feel that the distribution of rewards or outcomes received is fair, they become emotionally attached (Adams, 2021). Colquitt et al. (2021) and Greenberg (2021) confirm that positive perceptions of distributive justice increase employee motivation, engagement, and work commitment. Further, Cropanzano et al. (2021) show that fair distributive justice perceptions are essential in building more robust and productive working relationships.

Empirical studies show that procedural justice significantly affects work engagement. It indicates that when employees feel that the decision-making process in the organization is fair, transparent, and consistent, they become attached at work (Colquitt et al., 2021). Greenberg (2021) states that procedural justice accelerates employee loyalty and commitment. Moreover, Folger and Konovsky (2021) find that procedural justice creates a stronger sense of trust and attachment. Cropanzano et al. (2021) confirm that well-implemented procedural justice enhances work motivation and engagement.

Interactional justice also significantly affects work attachment. When superiors and coworkers treat employees with respect, courtesy, and empathy, their emotional attachment increases (Bies & Shapiro, 2021). Greenberg (2021) suggests that good interactional justice can strengthen interpersonal linkages in the workplace, impacting work attachment. Further, Masterson et al. (2021) reveal that fair and appreciative interactions encourage employee loyalty and satisfaction. Cropanzano et al. (2021) also state that interactional justice fosters employee motivation and dedication to the organization.

Literature indicates that perceptions of organizational justice significantly affect job attachment from the equity theory perspective. Distributive, procedural, and interactional justice positively influence employees' emotional attachment to the organization (Colquitt et al., 2020). Equity theory states that when employees feel treated fairly in the distribution of results, decision-making processes, and interactions with superiors, they become motivated and attached (Greenberg, 2020). Further, Schaufeli and Bakker (2020) assert that transparent and consistent procedural justice strengthens employee engagement. Further, Cropanzano and Ambrose (2020) state that substantial interactional justice facilitates employee loyalty and commitment.

Managerial Implication

The managerial implication is that organizations must highlight distributive, procedural, and interactional justice to increase employee engagement. Managers must ensure that employee rewards match their contributions regarding compensation, recognition, and career opportunities to foster distributive justice. Moreover, transparency and consistency in decision-making must be embedded to make employees feel a sense of fairness, positively affecting work engagement. Implementing procedural justice creates a sense of trust and higher commitment. Finally, supervisors should treat employees with respect and empathy, as strong interactional justice strengthens interpersonal linkages and enhances employee

motivation and loyalty. Organizations foster employees' emotional attachment and productivity by highlighting these aspects. Moreover, the perception of organizational justice must be maintained and enhanced, as it has been proven to increase work engagement, thereby providing benefits to the company.

Conclusion

This study strengthens equity theory in the interaction between perceptions of organizational justice (distributive, procedural, and interactional) and work engagement. The results imply that distributive, procedural, and interactional justice significantly affect employee work engagement. Employees who receive fairness in the distribution of results, fair decision-making processes, and respectful and empathetic treatment are emotionally attached at work. This finding aligns with equity theory, stating that when employees feel treated fairly in various aspects, they become motivated and committed, increasing work attachment. This study has limitations in sample selection, as it only focuses on the garment industry in Denpasar, and thus cannot be generalized to the garment industry as a whole, considering there are specific characteristics unique to this industry.

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