

THE STUDY OF ENHANCING EMPLOYEE ENGAGEMENT, BASED ON PSYCHOLOGICAL EMPOWERMENT ASPECT, PROCEDURAL JUSTICE, AND JOB SATISFACTION

(A Survey on Muhammadiyah Senior High School Teachers in Yogyakarta)

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Abstract

This research was a partial replication of previous research conducted by Herminingsih (2017) on "influence of organizational justice and trust to the leaders on employee engagement with job satisfaction as intervening variables". The innovation of this research included specific variables in organizational justice such as procedural justice and the addition of psychological empowerment as an independent variable. Besides, the object of this research was Muhammadiyah senior high school in Yogyakarta with 156 teachers, respondents as research subject. In this study, the data analysis technique adopted SEM with IBM SPSS and AMOS tools. Moreover, the results of this research included procedural justice and psychological empowerment which had positive and significant effect on job satisfaction and psychological empowerment. Also, job satisfaction gave positive and significant effect towards employee engagement.

Keywords: Psychological empowerment, procedural justice, job satisfaction, employee engagement

A. INTRODUCTION

Yogyakarta as a student city is often used as a measure or parameter for other educational institutions from outside of the area. In the community, there may be a perception which is mentioned that Yogyakarta is a representative place for some people who really want to take or study in this city both from the level of kindergarten, elementary school, junior high school, high school and college. Thus, from the statement mentioned, the number of educational institutions or schools in this city is quite bigger than other cities in Indonesia.

However, teachers have a big role in facing world of education especially in teaching and learning process. Great responsibility is what the teachers should do in order to produce or make the students prepare to be the individuals who are ready to compete with others. Besides, teachers' responsibility comes up as a mediator or facilitator in teaching and learning for the learners. Also, individual factor is also needed by the teachers followed by the organizational factor which should be improved to build the great teachers' role.

Muhammadiyah as an Islamic organization in Indonesia is the main focus of dedication in education field. High School (SMA) / Madrasah Aliyah / equivalent high schools in Yogyakarta have very high competitiveness in another. Besides, Muhammadiyah senior high schools (SMA/MA/SMK) have already got high achievements. Most of Muhammadiyah senior high schools in Yogyakarta become the most favorite schools for the students' purpose to continue their own study in the high school level. However, this case has become important highlight as achievement developer of Muhammadiyah senior high schools in Yogyakarta namely the role of teachers and the great factors

influencing the teachers to have good work performance. Therefore, the researcher wanted to test and investigate the research entitled “The influence of psychological empowerment and procedural justice towards employee engagement with job satisfaction as an intervening variable (study on Muhammadiyah senior high school teachers in Yogyakarta).

In addition, this research was a partial replication of previous research conducted by Herminingsih (2017) on "Influence of organizational justice and trust to the leaders on employee engagement with job satisfaction as intervening variables". The innovation of this study is specific variables in organizational justice such as procedural justice and the addition of psychological empowerment as independent variable.

B. LITERATURE REVIEW

Employee engagement or employee involvement with the organization has become a very interesting issue. The study related to employee engagement is very important for the organization because it has positive consequences on the organization such as the general assumption; employee engagement has a connection with well-run business (Harter, et. Al., 2002 in Saks, 2006). Employee involvement is described as the highest level of commitment from employees to organization and their performance (Salman, et, al., 2015). Likewise, Schaufeli, et, al., (2002) as cited in Anggraini, et, al., (2016) informed that employee engagement becomes a positive form of life and the idea of the unity of work relationship characterized by passion, dedication, and appreciation. To have high employee engagement, it is required great job satisfaction and other factors which can support performance of work.

According to Kreitner and Kinicki (2001) job satisfaction is an effectiveness or emotional response to various work aspects. Davis and Newstrom (1985) described that job satisfaction is a set of employees' feelings about feeling pleasure or not due to their work. Unlike with the previous opinion, Robbins (2003) argued that job satisfaction is a general attitude towards someone's work which shows the differences between the number of awards received by workers and the amount of salary received by the workers.

Koçel as cited in Çavus (2010) asserted that empowerment is the process of making decision of employees' rights and helping employees develop themselves with the use of solidarity, sharing, and team work. Additionally, empowerment also has the meaning of giving responsibility and authority to workers in order to make decisions regarding all product development and decision making (Fernando, 2013). Spreitzer as cited in Jin-Liang and Hai-Zhen (2012) mentioned that psychological empowerment is defined as intrinsic motivation that reflects an individual's orientation to the role of work manifested in four cognitions namely meaning, competence, self-determination, and impact. Hence, psychological empowerment focuses on the intrinsic motivation of employees to carry out tasks which include self-determination, autonomy and freedom in doing the duties, and for the impact, it can lead to what extent individuals can influence results and work.

However, procedural justice relates to procedural justice that is used to determine results of distribution such as workload, income, and others (Leventhal, 1980). Procedural Justice is perceived justice by paramedics in relation to procedures or rules in policy making of the organization (Tjahjono, 2007).

The correlation between psychological empowerment and employee engagement

Psychological empowerment is an individual's belief of the ability to carry out work activities related to skills and competencies (Shauna: 2008). Besides, Schaufeli, et, al., (2002) as cited Anggraini, et, al., (2016) defined that employee engagement becomes a positive way of life and the idea of the work unity relationships characterized by passion, dedication and appreciation. When an employee has a high level of confidence in his abilities and competencies, it will make the employee become trustworthy and understand the work based on a positive outlook, enthusiasm, and dedication and high appreciation for his work. The employee's behavior will pattern the employee regarding the organization. The statement is supported by previous research by Ugwu, F. O., Onyishi, I. E., and Rodríguez-Sánchez, A. M. (2014) entitled "*Linking organizational trust with employee engagement: the role of psychological empowerment*". The results of the study showed that psychological empowerment will affect employee employee engagement. Based on literature studies and previous research, it is bult the hypothesis below:

H1: *Psychological empowerment* has a positive and significant effect on *employee engagement*.

The correlation between procedural justice and employee engagement

Procedural justice relates to justice that is used to determine distributed results such as workload, income, and others (Leventhal, 1980). Besides, Schaufeli, et, al., (2002) as cited in Anggraini, et, al., (2016) defined that employee engagement arises as a positive way of life, the idea of the work unity relationship which are characterized by passion, dedication, and appreciation. When employees have a good perception of justice about the procedures that they receive within the company, it will increase employee engagement in the organization or company. The statement mentioned is also supported by previous research conducted by He, H., Zhu, W., and Zheng, X. (2014) who said that procedural justice affects employee engagement. The research which was conducted by Biswas, Varma, and Ramaswami (2013) is based on literature studies and previous research, so hypothesis is built as follows:

H2: *Procedural justice* has a positive and significant effect on *employee engagement*.

The correlation between psychological empowerment and job satisfaction

Psychological empowerment is an individual's belief in his or her ability to carry out work activities related to skills and competencies (Shauna, 2008). Besides, job satisfaction is an effectiveness or emotional response to various aspects of work (Kreitner & Kinicki, 2001). When an employee has a high level of confidence in ability or competence, it will affect the emotional response felt by the employee. The statement mentioned is supported by previous research conducted by Sajjad Najafi1, et al (2011) who asserted that psychological empowerment affects job satisfaction, and ÖLÇER (2015) and Arulmani (2016) added that psychological empowerment will affect employees' job satisfaction. Based on literature studies and previous research, the following hypothesis is built below:

H3. *Psychological empowerment* has a positive and significant effect on *job satisfaction*.

The correlation between procedural justice and job satisfaction

According to Lind and Tyler (1988), procedural fairness relates to whether the employee believes that the procedures in the company and the end result are fair or not. Procedural justice is perceived justice faced by paramedics in relation to procedures or rules in policy making in an organization (Tjahjono, 2007). Besides, job satisfaction is a general attitude towards someone's work

which shows the difference between the number of awards received by workers and the amount of salary what they believe to receive (Robbins: 2003). When an employee feels and believes that the procedure in the company and the end result is fair, it will affect the level of employee job satisfaction. In regards to the previous statement mentioned, it is supported by previous research conducted by Usmani and Jamal (2013) who mentioned that the result result is procedural justice influencing employee job satisfaction. Also, Tjahjono (2011) maintained that in his research, it shows that distributive and procedural justice affect individual outcomes, and based on theory, distributive and procedural justice have a positive effect on job satisfaction. Regarding the literature studies and previous research, it shows the hypothesis mentioned below:

H4: *Procedural justice* has a positive and significant effect on *job satisfaction*.

The correlation between job satisfaction and employee engagement

Job satisfaction is an effectiveness or emotional response against various aspects of work (Kreitner & Kinicki, 2001). Otherwise, employee engagement is described as the highest level of commitment to the employees' participation in the organization and their job satisfaction (Salman, et, al., 2015). When the employees feel a high level of response or satisfaction, it will stimulate the employee to increase their attachment and level within the organization. Thus, the statement mentioned is supported by previous research conducted by Leary, et al who stated that job satisfaction will affect employee engagement. Based on literature studies and previous research, the following hypothesis is described:

H5: *Job satisfaction* has a positive and significant effect on *employee engagement*.

C. RESEARCH METHODOLOGY

C.1. Research Desain

This research adopted quantitative research design.

C.2 Research Population

The population of this research was all Muhammadiyah senior high school teachers in Yogyakarta. For the subject of this research, it included some of Muhammadiyah senior high school teachers in Yogyakarta.

C.3 Type and Data Resources

The type of data used in this research was primary data in the form of results from respondents. Data sources used in this study were obtained from the questionnaire data obtained by submitting a list of questions to Muhammadiyah High School in Yogyakarta.

C.4 Data Collection Technique

The data collection technique used in this research was questionnaire and interview. Also, the researcher submitted a list of closed questionnaire. Then, the questionnaires were distributed to respondents to fill completely kept by the researcher. That way, if some respondents had difficulty in filling out the questionnaire, the researcher could explain clearly.

C.5 Definition of Variable Operation

Tabel 1 Indicators of employee *engagement*

NO	DIMENSION	QUESTION ITEMS
1	Readiness	I am ready to dedicate my own self to be a teacher as my profession.
2		I am interested to use new ways to finish my work.
3		I have a high desire to complete my work.
4	Willingness	I am ready to work harder in completing my work.
5		I have a great responsibility to my work.
6	Proudness	The teacher profession is a source of pride for me.
7		I like to complete my work thoroughly

Tabel 2 Indicators of *job satisfaction*

NO	DIMENSION	QUESTION ITEMS
1	The work itself	For me, the profession as a teacher is fun and in accordance with the skills I have.
2	Relationships with superiors	I feel satisfied with the supervision carried out by the principal.
3		I feel happy for every decision made by the principal.
4	Work colleague	I am satisfied with the support and reaction given by my colleagues in carrying out school assignments.
5		I feel that the current physical environment of the school is good.
6	Promotion	I feel happy that everyone has the same opportunity for having a promotion.
7	Salary	I am satisfied with the monthly salary and the incentives for teaching excess.

Tabel 3 Indicators of *psychological empowerment*

NO	DIMENSION	QUESTION ITEMS
1	Meaning	The work which I do is very important and meaningful to me.
2	Competence	I am sure about my ability to do work activities as a teacher.
3		I have mastered the skills needed for my work as a teacher.
4	Self Determination	I have significant autonomy in determining how I do my work.
5		I have a considerable opportunity for independence and freedom on how I do my work.

NO	DIMENSION	QUESTION ITEMS
6	Impact	I have a lot of control over what happened at this school.
7		I have a big and significant influence on what happened at this school.

Tabel 4 Indicator of *procedural justice*

NO	DIMENSION	QUESTION ITEMS
1	Consistency / Conformity	All work-related decisions are applied consistently to all affected teachers
2		My principal ensures that all teachers concerns are heard before a work decision is made
3	Emphasis on Bias	Decisions made by my employer (principal) do not have personal interest.
4	Information Accuracy	To make employment decisions, my principal collects accurate and complete information.
5	Agreement on Standards of Personal Ethics and Morality	Teachers are allowed to challenge or appeal against work decisions made by superiors (principals).
6		My principal explains the decision and provides additional information when asked by the teacher.

C.6 Instrument Quality Test

a. Validity Test

Validity is a test which shows how far a measuring device we use is able to measure what we want to measure and not to measure the others. In data quality testing research, it is often done to test the validity of the construct validity. Besides, the data are valid if the data are significant interms of <0.05 or $<5\%$ (Ghozali, 2011). The question indicator will be declared as valid questions from the IBM SPSS Statistics display output in the correlation table by looking at the sig. Also, the valid questions are shown in 2-tailed or by calculating CFA, confirmatory, or factor analysis. Hence, testing the validity of the instrument in this research was processed using the IBM SPSS Statistics 21 software program and AMOS.

b. Reliability Test

Reliability is a test which shows how far the stability and consistency of the measuring device is used so that to provide relative consistent results, the measurement is repeated. Reliability measurement is based on a numerical index called the coefficient. In data quality testing research, it is often done called as reliability testing for internal consistency reliability. Reliability is realiable if the cronbach alpha value is > 0.7 (Ghozali, 2011). The indicator of the question is called as reliable indicator only by looking at the bivariate correlation of the cronbach alpha output in the item-total correlated column. Therefore, the instrument reliability testing of this research was processed using IBM SPSS Statistics 21 and AMOS software programs.

C.7 Hypothesis and Data Analysis Test

Data analysis is the interpretation for research aimed at answering research questions in order to uncover certain social phenomena (Santoso, 2012). Besides, data analysis is the process of simplifying data into a easier form to read and implement (Santoso, 2012).

Analysis technique is usually used to interpret and analyze data. In accordance with the model developed in this study, the data analysis tool used is SEM (Structural Equation Modeling) which is operated through the IBM SPSS AMOS 21 program (Santoso, 2012).

According to Hair, et. Al (1998) as cited in Ghozali (2011), data analysis technique uses structural equation modeling and analysis steps to 7 steps, and those are:

- 1) Development of a theoretical model
- 2) Arranging the track diagram (path diagram)
- 3) Turning the track diagram into a structural equation
- 4) Selecting input matrix for data analysis
- 5) Assessing model identification
- 6) Evaluating model estimates
- 7) Interpretation of the model

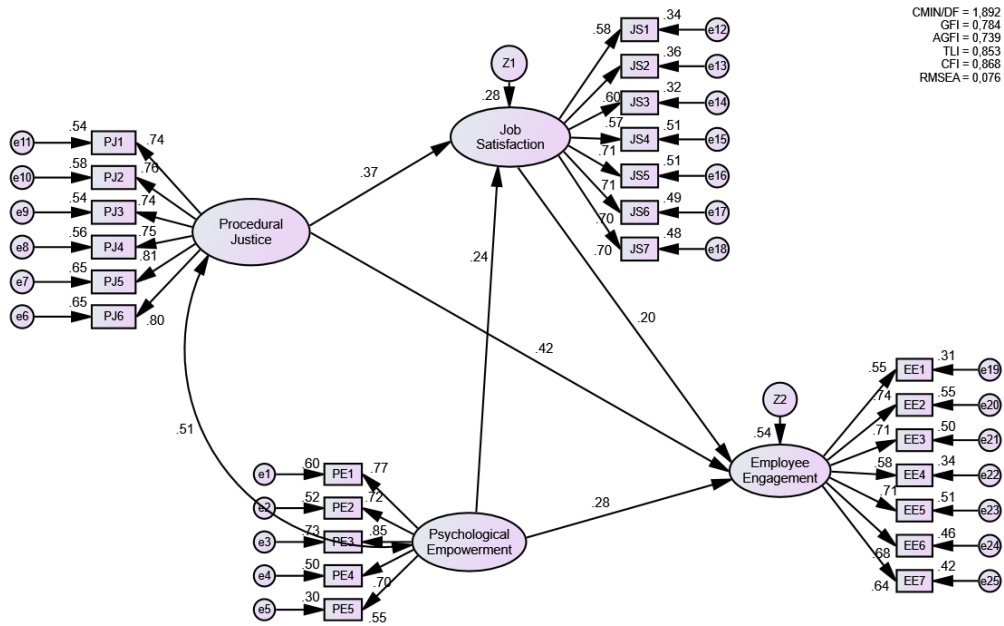
D. RESULTS AND DISCUSSION

D.1 Classic Assumption Test

- Validity test showed that there were 25 valid statement items, and 1 statement item was not considered valid data because the value of the loading factor was <0.5 .
- The reliability test results by looking at the CR value indicated that all measured variables were worth > 0.7 , so it could be concluded that all variables were consistent in changing the construct.
- In the normality test, the results of an output did not indicate that the data is not normally distributed, but the researcher completed the 500 bootstrap test and outlier test.

D.2 SEM Test Results

The hypothetical model of output is shown in the following figure:



Source : Data processed

Gambar 1 Research Model

To analyze the correlation between variables psychological empowerment (PE), procedural justice (PJ), job satisfaction (JS), employee engagement (EE) and formulation of hypotheses, the results can be seen in the following table:

Tabel 5 The Correlation of each Variable

PATH	ESTIMATION	S.E.	C.R.	P	SIMPULAN
Job_Satisfaction <-- - Psychological_Empowerment	.171	.078	2.209	.027	Positif dan signifikan
Job_Satisfaction <-- - Procedural_Justice	.237	.070	3.390	***	Positif dan signifikan
Employee_Engagement <-- - Job_Satisfaction	.197	.094	2.107	.035	Positif dan signifikan
Employee_Engagement <-- - Psychological_Empowerment	.195	.070	2.792	.005	Positif dan signifikan
Employee_Engagement <-- - Procedural_Justice	.262	.066	3.935	***	Positif dan signifikan

Source : Data processed

Based on the table shown above, it could be explained about the correlations of each variable in the following paragraphs:

- 1) The correlation between *Psychological Empowerment* and *Employee Engagement*
P number was .005. which showed a number was under 0.05. Therefore, H1 was supported and could be explained that psychological empowerment had a positive and significant effect on employee engagement.
- 2) The correlation between *Procedural Justice* and *Employee Engagement*
P number was ***, and it showed that the number p was smaller than 0.05. Thus, H2 was supported, and it can be stated that procedural justice had a positive and significant effect on employee engagement.
- 3) The correlation between *Psychological Empowerment* and *Job Satisfaction*
P number was 0.027, and it showed that a number was under 0.05 in average. Then, H3 was supported and could be stated to have a positive and significant effect between psychological empowerment and job satisfaction
- 4) The correlation between *Procedural Justice* and *Job Satisfaction*
The number of p is ***. Based on the statement mentioned, it showed that the p number was under 0.05. Hence, H4 was supported, and it could be described that procedural justice had a positive and significant effect on teachers' job satisfaction.
- 5) The correlation between *Job Satisfaction* and *Employee Engagement*
The number of p was shown in 0.035. In regards to the statement mentioned, it mentioned that the p number was under 0.05. to sum up, H5 was supported, and it could be seen that job satisfaction had a positive and significant effect on teacher employee engagement.

E. CONCLUSION AND RECOMMENDATION

E.1 Conclusion

Based on the results of research which had been done on the influence of procedural justice and psychological empowerment on employing engagement with job satisfaction as an intervening variable, it can be concluded as follows:

1. Psychological empowerment had a positive and significant influence on employee engagement. This statement mentioned showed that the higher the psychological empowerment was owned by the teachers, the higher the teachers could increase the sense of employee engagement towards their work at Muhammadiyah high school environment in Yogyakarta.
2. Procedural justice had a positive and significant influence on employee engagement, and it showed that the higher the procedural justice felt by the teachers did not have any influences on the employee engagement towards their own work.
3. Job satisfaction had a positive and significant influence on employee engagement. Also, it showed higher the job satisfaction that teachers had, the more their employee engagement increased.
4. Procedural justice and psychological empowerment had a positive and significant influence on employee engagement. It showed that the greater procedural justice and psychological empowerment that was owned by the teacher, the greater their employee engagement get increased.

E.2 The Limitation of the Research

1. Not all respondents or teachers of Muhammadiyah High School in Yogyakarta City become subject of the research so that the research subject needs to be reproduced more completely to the teachers in order to increase more representatives.
2. Three variables researched are still not enough to measure variables that can affect teachers' employee engagement.

E.3 Recommendation

1. Academic
 - 1) In academic purpose, it should extend more representative research samples regarding the research results.
 - 2) From this research, it should conduct and add research variables or more relevant variables to measure employee engagement
2. Practice
 - 1) The results of this research indicate that procedural justice and psychological empowerment in increasing teachers' employee engagement are considered as sufficient matter, but PDM Yogyakarta Ministry of Education (DIKDASMEN) needs to maintain and improve the variables provided so that it can affect teachers' employee engagement.

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