

THE INFLUENCE OF DISTRIBUTIVE JUSTICE, PROCEDURAL JUSTICE, AND RELIGIOSITY ON EMPLOYEE ENGAGEMENT WITH MILLENNIAL-NON MILLENNIAL AS MODERATION VARIABLE IN SMA MUHAMMADIYAH YOGYAKARTA

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Abstract

The purpose of this study is to examine the effect of distributive justice, procedural justice, and religiosity with millennial and non millennial as a moderating variable on employee engagement. The subjects used were employees at Muhammadiyah High School in Yogyakarta City with a sample size of 206. The analysis technique used in this study was multiple regression with split sample. The results of this study are: 1) Distributive justice, procedural justice, and religiosity have a positive effect on employee engagement; 2) Millennial and non millennial moderate the influence of distributive justice, procedural justice, and religiosity on employee engagement.

A. Introduction

Human resource management is the management of people (employees) in an organization with productively to achieve goals, vision, and mission of the organization. Human resources become the main determinant for progress in an organization (Cropanzano & Mitchell, 2005). Employees as agents are the most important assets of an organization that cannot be replaced by other assets.

Organization is a unit that consist of various backgrounds of individuals who work together to achieve goals, vision, and mission of their organization (Cropanzano & Mitchell, 2005). The organization's success in achieving their goals are through employee engagement (McManus & Mosca, 2015). The term of employee engagement was first referred to as personal engagement by Kahn at 1990 (Handayani, Anggraeni, Andriyansah, Suharnomo, & Rahardja, 2017).

Employee engagement means that employees feel engaged or united with their organization (Kahn, 1992).

Every employee in the organization has right to get justice from their organization. Organizational justice means that the employee in the organization will get same recognition and equal treatment. Organizational justice is divided into three aspects, namely: distributive justice, procedural justice, and interactional justice (Niehoff, 1993).

Distributive justice is justice that obtained by the employees from their organization and match with what they have done before for their organization (Azam, 2007). According to Mathur (2012) distributive justice can affect employee engagement, because when employees feel treated fairly by getting a salary that match with their work and the duration of their work, they will be more loyal to their organization. Empirical studies from Mathur (2012), Ram (2011), Alvi & Abbasi (2012) and Kalay (2016) said that distributive justice influence on employee engagement.

The another organizational justice is procedural justice. Procedural justice is justice that can be felt by employees and the processes and procedures regarding regulations or rules that made in their organization (Kalay, 2016). Ozer, Ugurluoglu, & Saygili (2017) said that procedural justice is related to the decision making process in an organization. Empirical studies from Kalay (2016), Ozer, Ugurluoglu, & Saygili (2017), Alvi & Abbasi (2012), and Bismas, Varma, & Ramaswami (2013) said that procedural justice influence on employee engagement.

The another research on employee engagement, aside from being linked to organizational justice, is also can related with religiosity (Holdcroft, 2006; Olowookere, 2014; Nwachukwu, Zufan, & Chladkova, 2016). This is can happened because religiosity plays a role in shaping person's attitudes and behavior (Rezapour, Rezai, Hosseini, & Takalu, 2016). Religiosity means attitudes that arise in a person because of their belief in their God (Holdcroft, 2006). Empirical studies from Holdcroft (2006), Nwachukwu, Zufan, & Chladkova (2016), Olowookere (2014) and Rezapour, Rezai, Hosseini, & Takalu (2016), say that religiosity influence on employee engagement.

In addition to employee engagement is also linked with age by Ruslan, Islam, & Noor (2014), Hoole & Bonnema (2015), Jha, Potnuru & Sareen (2018), Ning & Alikaj (2014), Hoole & Bonnema (2015), Jha, Potnuru & Sareen (2018). Research conducted by Ruslan, Islam, & Noor (2014) say that age as a moderating variable is able to moderate the influence of psychological meaningfulness on employee engagement.

Theory Lifespan consists of two aspects, namely Socio Selectivity Theory (SST) and Selection, Optimization, and Compensation (SOC). SOC explained that when human getting older they will have more restrictions. They realize that they could not longer do many things when they were young. These limitations include; health problems and cognitive abilities (Baltes, Reese, & Lipsitt 1980).

According to Soeib, Othman, & D'Silva (2015), Ruslan, Islam, & Noor (2014), Hoole & Bonnema (2015), Jha, Potnuru, & Sareen (2018), Ning & Alikaj (2019), and Naim & Lenka (2017) non millennial generation is more engaged to

their organization in every aspect. Ruslan, Islam, & Noor (2014), said that millennials like to look for other challenges after they can solve the first challenge. This is very different from non millennial generation, they will survive with one organization that they have acquired. Empirical studies from Ruslan, Islam, & Noor (2014), Hoole & Bonnema (2015), Jha, Potnuru, & Sareen (2018), Naim & Lenka (2017), say that age strengthens or weakens the factors that influence on employee engagement.

Based on the previous literature about the influence of distributive justice, procedural justice, religiosity on employee engagement and milenial-non milenial as moderating variable, the author argue that it is important to conduct research on employee engagement with these variables at “Sekolah Menengah Atas (SMA)” Muhammadiyah in Yogyakarta, because employee engagement can improve employee performance and employess morale to work in their organization. The research gap in previous literature shows the inconsistency result.

B. Literature Review

According to Kahn (1992), the definition of employee engagement is when employees in an organization are united with their organization. Not only their physic, but also their heart and mind are engaged with their organization. According to Bakker, Schaufeli, Leiter, & Taris (2008), there are several dimensions of employee engagement, namely: Vigor, Dedication, and Absorption

The theory that supports employee engagement is the Social Exchange Theory (SET) by John Thibaut in Soeib, Othman, & D'Silva (2015). Three aspects of SET are sacrifice, appreciation, and benefits.

The first time the term organizational justice was introduced by Brockner & Greenberg (1990) as an employee's assessment of the organization about what they get and will have an impact on employee attitudes and behavior. Colquitt, Jefeery, & Wesson (2009), said that organizational justice is the impact of justice on effective organizational functions and it is conceptualized as three different dimensions, namely: distributive justice, procedural justice, and interactional justice. Distributive justice means the results that employees receive from organizations, such as salary, promotion, and fair career development (Cropanzano & Mitchell, 2005). According to Cropanzano & Mitchell (2005) in Leventhal (1980), there are three dimensions of distributive justice namely: Equity, Equality, and Need

The first person to use the term procedural justice was Thibaut & Walker (1975). Procedural justice is a process based on achievement that can be allocated (Cropanzano & Mitchell, 2005). According to Robbins & Judge (2008), procedural justice is fairness that can be felt by employees of a process to determine the best gifts or resources for the employees themselves. According to Cropanzano & Mitchell (2005) in Leventhal (1980), there are six dimensions of procedural justice namely: Consistency, Impartiality, Accuracy, Representativeness, Correctability and Ethical Standard

Religiosity is a set of behaviors that shows the value of one's beliefs or religion (Park & Smith, 2000). According to Glock (1972), there are five dimensions of religiosity, namely: Experiential, Ideological, Ritualistic, Intellectual, and Consequential

Age is divided into three aspects, namely Baby Boomers (Non Millennial), Generation Y (Millennial). Baby Boomers are those who were born in 1946 - 1980 (Non Millennial). This generation is a generation that has high ambitious and high competitive power. This generation also has a view to be more engaged in their organization (Hornbostel, Kumar, & Smith, 2011).

Generation Y are those born in 1981 - 2000 (Millennial). This generation is a generation that is multitasking or can do several jobs at one time. This generation also prefers work that has flexible time than work that has duration which requires them to work from morning to night.

Millennials have characteristics: self-confidence, independence, openness to change, technological mastery, and service-oriented. This makes millennial generation easier to face the challenges of adaptability, flexibility, and is called the internet generation. Millennials are more adaptable to new environments than non-millennials.

C. Research Objectives

Based on the background above, the objectives of this study are:

1. Identify the influence of distributi justice, procedural justice, and religiosity on employee engagement in SMA Muhammadiyah Yogyakarta.
2. Identify whether milenial-non milenial moderate the influence of distributive justice, procedural justice, and religiosity on employee engagement in SMA Muhammadiyah Yogyakarta.

D. Hypothesis Development

Based on SET and SOC theory and the results of previous researches on employee engagement, the following is explained below about the explanation of the research hypothesis:

Distributive justice can be a tool to measure the extent to which employees can engage with their organizations, because distributive justice is described as fairness in the distribution of resources or about the orientation of results. If employees can get what they give, they will feel more engaged with their organization. Based on the explanation above, the hypothesis is:

H₁ : Distributive justice influence on employee engagement in SMA Muhammadiyah Yogyakarta.

Procedural justice is the main aspect that can increase employee engagement in an organization, because when employees feel that their voice is considered as a contribution to the decision making process in their organization, employees will increase their engagement in their organization. But when the organization does not involve employees in the decision making process, it will reduce employee engagement to their organization. Based on the explanation above, the hypothesis is:

H₂: Procedural justice influence on employee engagement in SMA Muhammadiyah Yogyakarta.

The word religious comes from "religion" which was adapted from the Latin word "religare" which means "binding". The interpretation is to bind humans and humans together with their Lord and their obligations. Moltafet, Mazidi, & Sadati (2010) say that the more religious people, it can influence them

to feel happier and want to do something sincerely. When employees have high religiosity, it can influence them to do something with sincerity. This makes them have the initiative to join activities that can improve their abilities, so their performance will improve. When employees have their own initiative to make their organization better than before, it means they are starting to be more engaged with their organization. Based on the explanation above, the hypothesis is:

H₃: Religiosity influence on employee engagement in SMA Muhammadiyah Yogyakarta.

Age is divided into three aspects, namely Baby Boomers (Non Millennial), Generation X (Non Millennial), and Generation Y (Millennial). Baby Boomers are those who were born in 1946 - 1980 (Non Millennial), born and grew up in a time of economic growth, experienced political and ideological turmoil during the 1960s. This generation is a generation that has high ambitious and high competitive power. This generation also has a view to be more engaged in the organization. Generation Y are those who were born in 1981 - 2000 (Millennial), were born and grew up in the era of social media, and have significant advantages over the Baby Boomers in technology. This generation is a generation that is multitasking or can do several jobs at one time. This generation also prefers jobs that have flexible times over the duration of work that requires them to work from morning to night (Hornbostel, Kumar, & Smith, 2011).

Millennial generation has characteristics: self-confidence, independence, openness to change, mastering technology, and service-oriented (Smith, 2005). This makes millennial generation easier to face challenges, adaptable, flexible,

and is called the internet generation. Millennials are more adaptable to new environments than non-millennials, and do not care much about the gifts they can get from their organizations. Millennials are instant generation, so they prioritize result such as position in their organization. The characteristics of non millennial are: ambitious, high competitive power, and stubborn. They always compare tehi own result with their peers. They are more sensitive about salary.

By using the same analogy as previous research conducted by Ruslan, Islam, & Noor (2014) and the characteristics of millenial and non millenial, the hypotheses of this study are:

H₄: Millennial-non millennial moderate the influence of distributive justice on employee engagement.

Millennial is more aphetetic to their environment. So, if they are not too involved with every activity in their organization, they will not have bad feeling or angry. This is different with non millennial, they will angry if they are not involved in every activity in their organization. Based on characteristics of millenial and non millenial and research conducted by Ruslan, Islam, & Noor (2014), the hypothesis is:

H₅: Millennial – non millennial moderate the influence of procedural justice on employee engagement in SMA Muhammadiyah Yogyakarta.

According to research conducted by Bakar, Cooke, & Muenjohn (2016) who conducted research in financial companies located in Malaysia, they found that religiosity has an important role in employee engagement. The role of religiosity referred to in this study is being happy, being proactive, focusing on

positive matters, high internal control and conscientiousness, the concept of the ummah-connecting people, and work as obligation. Someone who has a high level of religiosity, can trigger that person to be happy. Based on the characteristics of millennial-non millennial and based on research conducted by Ruslan, Islam, & Noor (2014), the hypothesis is:

H₆: Millennial – non millennial moderate the influence of religiosity on employee engagement in SMA Muhammadiyah Yogyakarta.

E. Method

The object of this research is SMA Muhammadiyah in Yogyakarta. The research subjects of this study were employees at SMA Muhammadiyah in Yogyakarta City. The type of data that will be used in this study is primary data. This research will use quantitative research methods.

Total employees in SMA Muhammadiyah Yogyakarta are 255 employees. The total sample obtained by researcher in this study were 206 employees of SMA Muhammadiyah in Yogyakarta City.

The sampling technique used in this study is purposive sampling. In this study, the requirements used and must be fulfilled by respondents are: people who have worked at SMA Muhammadiyah in Yogyakarta City with a minimum of two years of work and not contract employees referring to the research conducted by Biswas, Varma, & Ramaswami (2013).

Data collection techniques that used in this study were by distributing questionnaires.

Table 1
Dimensions of Variables

| Variable | Definition | Dimension |
|---------------------------|---|---|
| Distributive Justice (X1) | Results that received by employees of the organization. (Cropanzano & Mitchell, 2005) | Equity, Equality, Need (Cropanzano & Mitchell, 2005; Colquitt, et al., 2013) |
| Procedural Justice (X2) | Fairness that can be felt by employees from the process that can be used to determine the best gifts or resources for the employees themselves. (Cropanzano & Mitchell, 2005) | Consistency, Impartiality, Accuracy, Representativeness, Correctability, Ethical Standard (Cropanzano & Mitchell, 2005; Colquitt, et al., 2013) |
| Religiosity (X3) | A set of behaviors that indicate the value of one's beliefs or religion. (Glock, 1972) | Experiential, Ideological, Ritualistic, Intellectual, Consequential (Glock, 1972) |
| Employee Engagement (Y) | When employees feel involved or united with their organization. (Kahn, 1992) | Vigor, Dedication, Absorption (Bakker, Schaufeli, Leiter, & Taris, 2008) |
| Millennial-Non Millennial | Non-millennial generation are people born in 1944 - 1979. Millennials are people born in 1980 – 2015. (Soeib, Othman, & D'Silva, 2015) | Millennial, if the respondent is less than 40 years old. Non Millennial, if the respondent has more than 40 years of age. (Ning & Alikaj, 2019) |

The instrument validity test in this study used the Kaiser-Meyer-Olkin Measure from the Adequacy Sampling (KMO MSA) method. The desired value must be > 0.50 to be able to analyze the factors (Ghozali, 2012).

Reliability test in this study used Cronbach Alpha (α). Variables are said to be reliable if they provide a Cronbach Alpha value > 0.70 (Nunnally, 1994) in (Ghozali, 2012).

The Classical Assumption Test consists of normality test, multicollinearity test and heteroscedasticity test. For normality test, we used Kolmogorov Smirnov's One Sample with a cut-off value > 0.05 . For multicollinearity test, researcher looked at whether there was multicollinearity or not with a tolerance value of > 0.10 and Variable Inflation Factor (VIF) with a value of ≤ 10 . For heteroscedasticity test, the author used the Glejser Test to determine residual values with independent variables (Nunnally, 1994) in (Ghozali, 2012). Heteroscedasticity does not occur if the significance value is more than 0.05.

To test hypotheses 1, 2, and 3, researcher used the Regression Analysis technique operated by the SPSS Program. The model was:

$$EE = a_0 + b_1DJ + b_2PJ + b_3R + \varepsilon$$

Explanation:

EE = Employee Engagement

DJ = Distributive Justice

PJ = Procedural Justice

R = Religiosity

$\varepsilon = 0$

In this study, the author used a confidence level of 0.05, which means that if the result is less than 0.05, the hypothesis can be accepted. But, if the result is more than 0.05, the hypothesis is rejected.

To test hypotheses 4, 5, and 6, the role of moderation on the influence of independent variables on the dependent variable, the researcher conducted a split sample, Millennial and Non Millennial with the Multiple Regression analysis technique. The equation model was:

$$EE = a_0 + b_1DJ + b_2PJ + b_3R + \varepsilon$$

Explanation:

EE = Employee Engagement

DJ = Distributive Justice

PJ = Procedural Justice

R = Religiosity

$\varepsilon = 0$

F. Results

Employees at SMA Muhammadiyah in Yogyakarta City participated as respondents in this study by filling out an offline questionnaire distributed on 23rd September to 4th October 2019, with 255 questionnaires. The number of questionnaires that returned after the questionnaire distributed was 206 questionnaires.

1. Testing the Effect of Independent Variables on Dependent Variables

According with the model developed in this study, the data analysis tool used is Regression Analysis, which is operated using the SPSS application.

Table 2
Model Summary

| Model Summary | | | | |
|---------------|---|----------|-------------------|----------------------------|
| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |

| | | | | |
|---|-------------------|------|------|-------|
| 1 | ,644 ^a | ,414 | ,405 | 7,203 |
|---|-------------------|------|------|-------|

a. Predictors: (Constant), R, DJ, PJ

Table 3
ANOVA

ANOVA^a

| Model | | Sum of Squares | Df | Mean Square | F | Sig. |
|-------|------------|----------------|-----|-------------|--------|-------------------|
| 1 | Regression | 7407,889 | 3 | 2469,296 | 47,593 | ,000 ^b |
| | Residual | 10480,519 | 202 | 51,884 | | |
| | Total | 17888,408 | 205 | | | |

a. Dependent Variable: EE

b. Predictors: (Constant), R, DJ, PJ

Table 4
Coefficients^a

| Model | | Unstandardized Coefficients | | Standardized Coefficients | T | Sig. |
|-------|------------|-----------------------------|------------|---------------------------|-------|------|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 9,921 | 5,251 | | 1,890 | ,060 |
| | DJ | ,758 | ,208 | ,247 | 3,643 | ,000 |
| | PJ | ,864 | ,194 | ,321 | 4,447 | ,000 |
| | R | ,225 | ,064 | ,219 | 3,537 | ,001 |

a. Dependent Variable: EE

Based on the results of multiple linear regression, can obtained equation models, as follows:

$$EE = 9.921 + 0.758 DJ + 0.864 PJ + 0.225 R$$

EE = Employee Engagement

DJ = Distributive Justice

PJ = Procedural Justice

R = Religiosity

According to the results of the multiple regression test, can be obtained an adjusted R square is 0.405, means that the variation of employee engagement can

be explained by the distributive justice, procedural justice and religiosity variables as many as 40.5% and the remaining 59.5% is explained by other factors outside the model.

Coefficient of distributive justice variable is 0.758 and the t value is 3.643 with a significance of 0.000. This shows that distributive justice has a positive effect on employee engagement because the significance value is less than 0.05, then the results of this study is **support Hypothesis 1** which states that distributive justice (X_1) has a positive effect on employee engagement (Y) at SMA Muhammadiyah in Yogyakarta City.

Coefficient of procedural justice variable is 0.864 and the t value is 4.447 with a significance of 0.000. Because the significance value of procedural justice is less than 0.05, procedural justice has a positive effect on employee engagement, then the results of this study is **support Hypothesis 2** which states procedural justice (X_2) has a positive effect on employee engagement (Y) at SMA Muhammadiyah in Yogyakarta City.

Coefficient of religiosity variable is 0.225 and the t value is 3.537 with a significance of 0.001. Because the significance value of religiosity is less than 0.05, it can be said that the variable of religiosity has a positive effect on employee engagement, then the results of this study is **support Hypothesis 3** which states that religiosity (X_3) has a positive effect on employee engagement (Y) at SMA Muhammadiyah in Yogyakarta City. Muhammadiyah High School in Yogyakarta City.

2. Results of Testing the Role of Millennial-Non-Millennial Moderate the Influence of Distributive Justice, Procedural Justice and Religiosity to Employee Engagement with Split Sample and Multiple Regression Analysis Techniques

Table 5
Milenial Summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1 | ,688 ^a | ,473 | ,457 | ,430 |

a. Predictors: (Constant), R, PJ, DJ

Table 5 shows the coefficient in the adjusted R square is 0.457 or 45.7%, which means that the distributive justive, procedural justice and religiosity variables can influence employee engagement with millennial as moderating variable as many as 45.7% and the rest is explained by other factors in the outside of the model as many as 54.3%.

Table 6
Millennial Linear Regression Test Results

| Model | | Unstandardized Coefficients | | Standardized Coefficients | T | Sig. |
|-------|------------|-----------------------------|------------|---------------------------|-------|------|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | ,150 | ,443 | | ,339 | ,736 |
| | DJ | ,159 | ,081 | ,206 | 1,967 | ,050 |
| | PJ | ,448 | ,121 | ,370 | 3,693 | ,000 |
| | R | ,346 | ,123 | ,243 | 2,818 | ,006 |

a. Dependent Variable: EE

Based on the results of linear regression with millennial generation, the equation model is obtained, as follows:

$$EE = 0.150 + 0.159 DJ + 0.448 PJ + 0.346 R + \varepsilon$$

EE = Employee Engagement

DJ = Distributive Justice

PJ = Procedural Justice

R = Religiosity

Table 7
Non Milenial Summary

Model Summary

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|-------|-------------------|----------|-------------------|----------------------------|
| 1 | ,587 ^a | ,345 | ,325 | ,418 |

a. Predictors: (Constant), R, DJ, PJ

Table 7 shows the coefficient in the adjusted R square figure is 0.325 or 32.5%, which means that the distributive justice, procedural justice and religiosity variables can influence employee engagement with non millennial as a moderating variable as many as 32.5% and the rest is explained by other factors in the outside of the model at as many as 67.5%.

Table 8
Non Millennial Regression Test Results

Coefficients^a

| Model | | Unstandardized Coefficients | | Standardized Coefficients | T | Sig. |
|-------|------------|-----------------------------|------------|---------------------------|-------|------|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 1,138 | ,471 | | 2,417 | ,017 |
| | DJ | ,180 | ,065 | ,271 | 2,782 | ,006 |
| | PJ | ,297 | ,111 | ,299 | 2,690 | ,008 |
| | R | ,224 | ,132 | ,161 | 1,691 | ,004 |

a. Dependent Variable: EE

Based on the results results of linear regression with non millennial generation, the equation model is obtained, as follows: results obtained by the equation model, as follows:

$$EE = 1.138 + 0.180 DJ + 0.297 PJ + 0.224 R$$

EE = Employee Engagement

DJ = Distributive Justice

PJ = Procedural Justice

R = Religiosity

By comparing the value of R^2 for millennial regression is 0.473 and R^2 for non millennial regression is 0.345, it can be concluded that the millennial-non millennial variable is a moderating variable, so **hypotheses 4, 5, and 6 are proven and supported**. Based on the Coefficient of Standardized value on millennial respondents has a value of 0.206 and on non millennial respondents has a value of 0.271, so the effect of distributive justice on employee engagement on non millennial respondents is stronger than millennial respondents. Based on the Coefficient of Standardized value on millennial respondents has a value of 0.370 and on non millennial respondents has a value of 0.299, so the effect of procedural justice on employee engagement on millennial respondents is stronger than non millennial respondents. Based on the Coefficient of Standardized value on millennial respondents has a value of 0.243 and on non millennial respondents has a value of 0.161, so the effect of religiosity on employee engagement on millennial respondents is stronger than non millennial respondents.

G. Conclusion

Distributive justice, procedural justice, and religiosity has a positive effect on employee engagement in SMA Muhammadiyah in Yogyakarta City. Millennial-Non Millennial moderate the influence of distributive justice, procedural justice, and religiosity on employee engagement in SMA Muhammadiyah in Yogyakarta City.

H. Suggestions

It is recommended to further researchers to be able to expand the scope of the population, increase the number of sample, and add other variables. In collecting data, it can be added to the method of interview or observation to the respondent so that the results can be better than before. In order to increase the employee engagement with their organizations, organizations should pay attention to distributive justice, procedural justice, religiosity, and age regarding to make a rules.

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