



THE ROLE OF EMPLOYEE ENGAGEMENT IN MEDIATING RELATIONSHIP OF ORGANIZATIONAL JUSTICE AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR ON NURSES IN PUBLIC HOSPITAL IN BALI, INDONESIA

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Abstract

The purpose of this study was to determine the relationship between organizational justice, employee engagement and OCB. The sample used was a nurse at the Public Hospital in Bali which amounted to 139 respondents with a population of 214, with the sampling method used was proportionate stratified simple random sampling. This study uses PLS (Partial Least Square) analysis techniques. The results of the study found that organizational justice has a positive effect on OCB. Organizational justice has a positive effect on employee engagement, and employee engagement has a positive effect on OCB. In addition, employee engagement has a partial mediating role in relation to organizational justice and OCB. The implications of this study indicate that nurses' behavior is very dependent on fair treatment given by superiors and from the hospital. So that later the nurses will form positive energy within themselves by dedicating themselves in the Hospital. The Hospital must consider all forms of treatment that will be carried out for the nurses, so that none of the nurses who feel they are treated unfairly.

Keywords: Employee engagement, nurse engagement, organizational citizenship behavior, organizational justice, and partial least square



INTRODUCTION

In-role behavior is behavior that only performs the main task or responsibility. While extra-roles are behaviors that are carried out outside the main task. Behavior that is not included in the work statement or is related to the role or task in the organization. This behavior is called Organizational Citizenship Behavior (OCB). OCB contributes positively to the effectiveness of the organization as a whole (Prabasari et al., 2018; Yildirim, 2014). Organ (1988) identified there are 5 (five) OCB dimensions, namely: altruism, conscientiousness, sportsmanship, courtesy, and civic virtue. These five dimensions include organizational behavior such as helping coworkers, following company rules, not complaining, and actively participating in organizational activities.

OCB is very necessary at the hospital, especially for nurses. Nurses have dense and risky tasks, so nurses cannot work alone. Nurses need help from other nurses, where this assistance is done voluntarily and is not found in the specified job description. This behavior will later improve the function of the hospital effectively and efficiently.

Podsakoff et al. (2002) identified 2 (two) factors that caused OCB to emerge, namely internal factors (individual characteristics) and external factors (task characteristics, leadership characteristics, and organizational characteristics). Based on the results of interviews, it is known that only organizational characteristics and individual characteristics who have a relationship in displaying OCB for nurses. This is confirmed by previous research, that Burton (2003) said that one aspect of leadership, namely super leadership, had no relationship in displaying OCB in the organization. Thulasi and Geetha (2015) also did not include task characteristics into the factors that caused OCB to emerge.

Organizational characteristics can give rise to OCB because of the reciprocal relationship between employees and organizations, for example from the organization providing a fair salary for employees, the employee will do a good job for the organization. Where this relationship is very closely related to social exchange theory. Employees who feel treated fairly by the organization will respond by giving extra behavior to the organization (Karriker and Williams, 2009). So that it can be said that OCB can be effect to organizational justice (Yilmaz and Tasdan, 2009). Organizational justice describes the perceptions of individuals or groups about the fairness of treatment received from an organization and their behavior reactions to these perceptions (Silva and Madhumali, 2014; Gosh et al., 2014). Organizational justice is needed to encourage every member of the organization to be willing to show extra good behavior.

The effect of organizational justice on OCB is positively related, which means that when nurse members increasingly feel the justice done by the hospital, they will do more OCB or work

extra for the organization. This is corroborated by previous research regarding the relationship of these two variables. It was found that, organizational justice was found as a factor that positively affects OCB (Iqbal et al., 2012; Choi et al., 2014; Singh and Singh, 2018). From previous research it was found that organizational justice was able to encourage employees to show OCB behavior.

Organizational justice has a positive effect on OCB because of employee engagement, where employee engagement is an individual characteristic. Employee engagement is defined as a positive attitude held by employees towards the organization (Ariani, 2013; Parker and Griffin, 2011). Organizational justice has a positive effect on employee engagement (Ghosh et al., 2014; Singh and Choudhary, 2018), and employee engagement has a positive effect on OCB (Ariani, 2013; Shahzad and Jamal, 2013).

Employee engagement is a mediating variable (Biswas and Bhatnagar, 2013; Alias et al., 2014). In this study employee engagement is a mediating variable in the relationship between organizational justice and OCB. This is confirmed by previous research that employee engagement mediates the relationship between one dimension of organizational justice, namely distributive justice and OCB (Hassan et al., 2014). This shows that if an employee feels justice in the organization he will tend to engage himself in an organization where this engage will increase the employee's OCB behavior.

LITERATURE REVIEW AND HYPOTHESES

Employees are a major driver of organizational development in achieving organizational goals. Achieved or not organizational goals depend on the behavior of employees in the organization, so that employee behavior must be considered in order to achieve organizational goals. Companies cannot compete effectively if employees only carry out their responsibilities, employees also need to be involved in organizational citizenship behavior which is defined by various forms of voluntary cooperation and assistance for others (McShane and VonGlinow, 2010). Organizational citizenship behavior is a voluntary activity of employees who contribute to the organization by improving the quality of work in an organization. (Colquitt *et al.*, 2009). Organ (1988) identified there are 5 (five) dimensions of OCB: altruism, conscientiousness, sportsmanship, courtesy, and civic virtue.

One of the most influential conceptual paradigms for understanding employee behavior in the workplace is social exchange theory. Where this theory is a reciprocal relationship between employees and organizations or superiors, the behavior carried out by employees is the result of these reciprocal relationships (Zeinabadi and Salehi, 2011). Employees who feel treated fairly by the organization will respond by giving extra behavior to the organization

(Karriker and Williams, 2009). So that in generating OCB values within employees, it depends on organizational justice felt by employees. Organizational justice focuses on workers, how they feel the authorities and decision makers in the workplace treat them (Robbins and Judge, 2017). Organizational justice is a concept that states employees' perceptions of the extent to which they are treated fairly in the organization (Greenberg, 1996). Robbins and Judge (2017) mention there are 3 (three) dimensions of organizational justice: distributive justice, procedural justice and interactional justice

If employees feel treated fairly by the organization, then the employee will directly reciprocate by dedicating themselves to the organization, not only physically, cognitively, but also emotionally. This is very closely related to a concept called employee engagement which is the psychological state of employees associated with positive work characterized by a sincere willingness to contribute to the organizational success (Albrecht, 2010). Schaufeli *et al.* (2002) identified there are 3 dimensions of employee engagement: vigor, dedication, and absorption.

Organizational justice will be directly related to social exchange theory, thus causing the emergence of employee engagement (Biswas *et al.*, 2013). With the emergence of employee engagement, employees will be enthusiastic to work more and better. Employees will volunteer to do extra work outside their responsibilities. From the description above, the conceptual framework of this research can be seen in Figure 1.

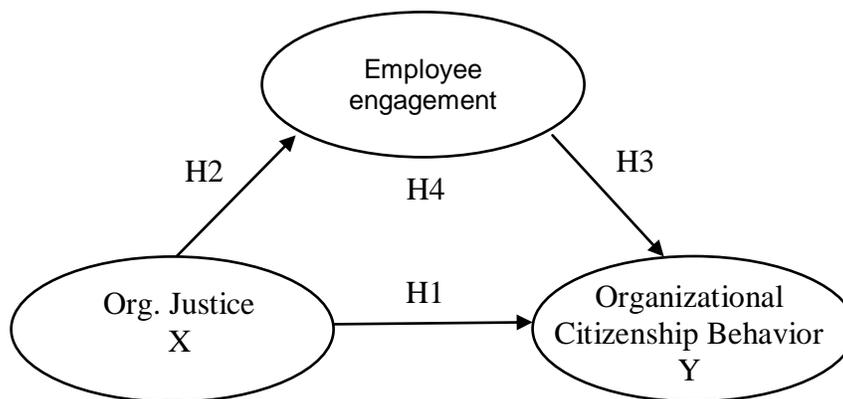


Figure 1. Conceptual Framework

Hypotheses

H1: Organizational justice has a positive effect on organizational citizenship behavior.

H2: Organizational justice has a positive effect on employee engagement.

H3: Employee engagement has a positive effect on organizational citizenship behavior

H4: Employee engagement mediates the influence of organizational justice on organizational citizenship behavior.

METHODS

The location of the research that will be conducted in Public Hospital in Bali, with respondents being nurses. To obtain the data to be examined, data collection techniques were used using a closed questionnaire, where the choice of answers was provided using a Likert scale to measure the opinions and perceptions of respondents towards organizational citizenship behavior, organizational justice, and employee engagement.

The population used in this study was inpatient nurses and outpatient nurses at the Public Hospital in Bali. The number of nurses in the hospital was 214 people. The sampling method used in this study was proportionate stratified simple random sampling. Proportionate stratified simple random sampling is used when the population is divided into several strata, where each strata is homogeneous and sampling in each stratum is done by simple random sampling (Rahyuda, 2016). This study uses a nurse population. Based on Slovin formula, the magnitude of the number of research samples used in this study with a significance level of 5 percent was collected as many as 139 respondents

Hypothesis testing is carried out in the process of SEM-PLS analysis by using probability (p-value). If obtained p-value < 0.05 (alpha 5 percent), then the test indicates that there is a significant influence between latent variables, namely organizational justice, employee engagement, and OCB.

RESULTS

Testing the inner model or structural model is done to see the relationship between constructs, significance values and R-square of the research model. The results of testing the inner model can be seen in Figure 2.

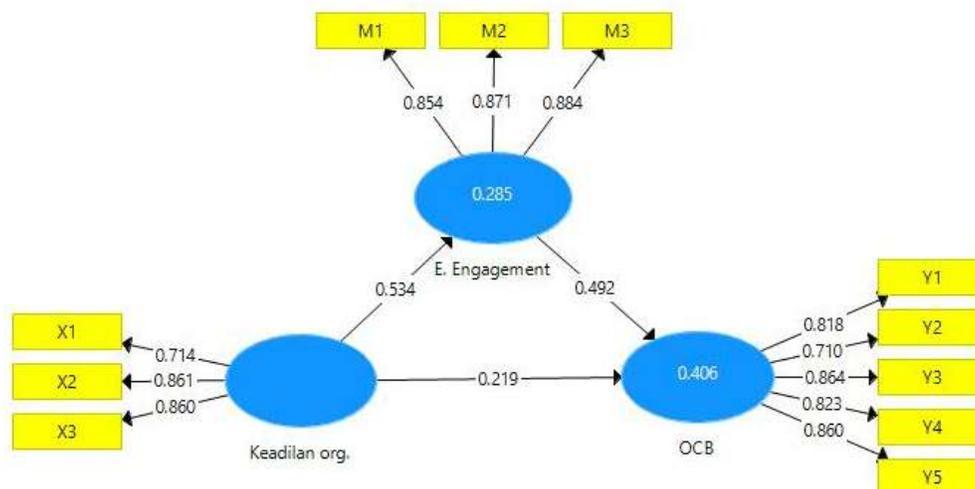


Figure 2. Structural Model

Structural models were evaluated using R-square for endogenous constructs and Q-square predictive relevance to measure how well the observed values were generated by the model and its parameter estimates.

Table 1. R-square

Construct	R-square
OCB	0,406
<i>Employee Engagement</i>	0,285

In Table 1 can be seen if the R-square value of OCB is 0.406. This can be interpreted that 40.6 percent of variation in OCB can be explained by employee engagement and organizational justice, while 59.4 percent are explained by variables outside the model. Likewise with employee engagement, 28.5 percent of variation is explained by organizational justice, while 71.5 percent are explained by variables outside the model. In addition to using R-square, the model is also measured using Q-square predictive relevance for structural models, measuring how well the observations produced by the model and also the estimated parameters. The Q-square value > 0 indicates the model has predictive relevance. Based on Table 1, the calculating of predictive relevance value (Q^2) is obtained:

$$\begin{aligned}
 Q^2 &= 1 - (1 - R1^2) (1 - R2^2) \\
 &= 1 - (1 - 0,406) (1 - 0,285) \\
 &= 1 - (0,594) (0,715) \\
 &= 1 - 0,425 \\
 &= 0,575
 \end{aligned}$$

The results of this calculation indicate that the value of Q^2 is 0.575, this value is greater than 0. So that it can be interpreted that the model is good because it has a relevant predictive value. This shows that 57.5 percent of variations in OCB can be explained by organizational justice variables and employee engagement, while 42.5 percent are explained by variables outside the model.

Hypotheses testing

The significance of the estimated parameters provides very useful information about the relationship between the research variables. The basis used in testing the hypothesis is the probability (p-value) value found in the output path coefficients presented in the Table 2 below.

Table 2. Path Coefficients

Construct	Path Coefficient	P-value	Inference
Organizational Justice -> OCB	0,219	0,039	Accepted
Organizational Justice -> <i>Employee Engagement</i>	0,534	0,000	Accepted
<i>Employee Engagement</i> -> OCB	0,492	0,000	Accepted

Hypothesis testing is done using p-value. If the p-value is <0.05 (alpha 5 percent), then the research hypothesis is accepted. In Table 2 it can be seen that employee engagement with OCB has a correlation coefficient is 0.492 and a p-value is 0,000. This shows if there is a positive influence between employee engagement on OCB. The higher employee engagement on the nurse, the higher value of OCB in the nurse will be. The organizational justice with OCB has a correlation coefficient is 0.219 and a p-value is 0.039. This shows if there is a positive influence between organizational justice and OCB. The higher the justice felt by nurses, then they will do reciprocity by doing extra work known as OCB.

Furthermore, organizational justice on employee engagement have a correlation coefficient is 0.534 and p-value is 0.000. This shows if there is a positive influence between organizational justice and employee engagement. The higher the justice perceived by nurses, the more likely they are to reciprocate by engaged themselves more in work. Based on the data above, it can be concluded that the hypothesis in this study was entirely accepted.

Testing the Role of Mediation of Employee Engagement in Organizational Justice Against Organizational Citizenship Behavior

The results of testing the direct effect of organizational justice on OCB, organizational justice on employee engagement, and employee engagement on OCB can be seen in Table 3.

Table 3. Direct Effect

Direct Effect	Coefficient	P-values
Organizational Justice ->OCB	0,219	0,039
Organizational Justice-> <i>Employee Engagement</i>	0,534	0,000
<i>Employee Engagement</i> ->OCB	0,492	0,000

The direct effect of the relationship between the three variables has a value of p-values smaller than the alpha that has been determined, namely 5 percent (0.05). This shows that there is a significant positive effect between organizational justice on OCB, organizational justice on employee engagement, and employee engagement on OCB.

The testing of employee engagement mediating variables is done by calculating the value of Variance Accounted For (VAF). This calculation requires an indirect effect coefficient and total effect coefficient. The results of indirect effect are as follows.

$$\text{Indirect Effect} = 0,534 \times 0,492 = 0,263$$

The coefficient of indirect effect organizational justice on OCB through employee engagement is 0.263. To find out the total effect coefficient is the sum of the coefficients of direct effect and the coefficient of indirect effect, the results are as follows.

$$\text{Total Effect} = 0,219 + 0,263 = 0,482$$

The total effect coefficient value is 0.482. With the known value of the coefficient of indirect effect and total effect, the value of Variance Accounted For (VAF) can be calculated, and the results as follows.

$$\text{VAF} = \frac{0,263}{0,482} = 0,546$$

From the results of the above calculations it can be interpreted that the role of employee engagement as a mediator has a VAF value of 0.546 (54.6 percent). The results show that employee engagement has a role as partial mediation between organizational justice and OCB, which means that organizational justice can influence OCB directly or indirectly through employee engagement. It can be concluded that employee engagement serves as a partial mediation of the relationship between organizational justice and OCB.

The Effects of Organizational Justice on Organizational Citizenship Behavior

Based on Table 3, it is known that the organizational justice path coefficient on OCB is 0.219 and the p-value is 0.039. This shows that organizational justice has a positive effect on OCB. So it can be concluded that the more nurses feel the justice done by the Hospital, the nurse will do more OCB or work extra for the organization. Through organizational justice indicators able to build OCB in the nurses of the Public Hospital in Bali, so that the goal of the Hospital is reached. Organizational justice covers the conditions in which nurses feel treated fairly by superiors or from the Hospital, which later this treatment will affect the emotions that arise within themselves. If the superiors and the hospital treat nurses fairly without taking sides for certain individuals, then the nurses will bring positive emotions that will encourage the emergence of organizational citizenship behavior. In building positive emotions within the nurse, their superiors or the hospital must be fair in distributing the results, for example salaries or rewards. Must be fair in

making decisions, not taking sides with any individual. And it must be fair in giving an explanation of every decision taken. Thus nurses will reciprocate by working extra by raising OCB within themselves for the purpose of the Hospital.

The results of this study are in line with the research conducted by Yilmaz and Tasdan (2009) which states that there is a positive relationship between organizational justice and OCB, positive perceptions of organizational justice can increase the perception of positive OCB. This research is also supported by the research of Silva and Madhumali (2014) which states that managers must pay great attention to how to treat their employees because this will affect the occurrence of OCB. In the research conducted by Al-Quraan and Khasawneh (2017) also obtained the same results, namely the perception of fairness positively fostered OCB behavior or behavior beyond formal duties. Singh and Singh's (2018) study also found that organizational justice in the workplace influences employees to display the discretionary behavior desired by the organization. This indicates that organizational justice does have an important role in increasing OCB nurses at the Public Hospital in Bali.

The Effect of Organizational Justice on Employee Engagement

Based on Table 3, it is known that the organizational justice path coefficient on employee engagement is 0.534 and the p-value is 0.000. This shows that organizational justice has a positive effect on employee engagement. So it can be concluded that the more nurses feel justice, the nurse will engaged themselves with the Hospital. Through organizational justice indicators, it can lead to employee engagement within the nurses.

This finding shows that increasing employee engagement requires justice, both from superiors and from the hospital. This justice includes the distribution of results, decision making that is not impartial to any individual, and provides explanations in every decision taken. If the nurse feels that the positive energy and mental endurance in the nurse will appear while working, and are willing to make a great effort in completing the work. Besides that nurses will feel enthusiastic and proud of the work done, they will concentrate and be serious in their work, enjoy work so the time passes so quickly.

The results of this study in harmony with the research conducted by Alvi and Abbasi (2012) show that organizational justice plays an important role in generating employee engagement. This research is also supported by research by Gosh et al. (2014) which shows that in determining employee engagement, distributive justice is the most important role in influencing employee engagement followed by procedural justice and interactional justice. A similar thing was found in Singh and Choudhary's (2018) study which showed a positive relationship between organizational justice and employee engagement.

The Effect of Employee Engagement on Organizational Citizenship Behavior

Based on Table 3, it is known that the employee engagement path coefficient on OCB is 0.492 and the p-value is 0,000. This shows that employee engagement has a positive effect on OCB. It can be concluded that the more nurses engaged themselves in the hospital so they will do extra work. Through the indicators of employee engagement, it is able to bring OCB in Public Hospital in Bali nurses.

These findings indicate that increasing OCB requires dedication to the hospital, not only physically, cognitively, but also emotionally or called employee engagement. With the emergence of employee engagement, nurses will be enthusiastic to work more and better. They will voluntarily help coworkers who experience difficulties in terms of work, work hard to exceed the expectations of the Hospital, do not complain in a situation where the work environment is not ideal, be polite towards colleagues, and always participate in hospital activities outside of working hours.

The results of this study in harmony with the research conducted by Rurkkhum and Bartlett (2012) show that there is a positive relationship between employee engagement and OCB. This research is also supported by Ariani's (2012) study, which states that employees who feel engaged consider all aspects of work as part of their domain, and then out of their work role or OCB commonly work to realize their goals. Similar to the research conducted by Abed and Elewa (2016) who obtained results that employee engagement and OCB are positively correlated. Gupta et al. (2017) also explains that employees display voluntary work behavior towards the organization only when they feel involved in their work.

The Role of Mediating Employee Engagement in Organizational Justice Against Organizational Citizenship Behavior

The testing of employee engagement mediating variables is done by calculating the value of Variance Accounted For (VAF). Based on the calculation results obtained the VAF value of 0.546 (54.6 percent). The results show that employee engagement variables has a role as partial mediation between organizational justice and OCB, which means that organizational justice can influence OCB directly or indirectly through employee engagement.

So that organizational justice and employee engagement are important factors in generating OCB in nurses. By giving fair behavior to nurses which includes the distribution of results, making decisions that are not impartial to any individual, and providing explanations in every decision taken, it will form positive energy within the nurse. They will dedicate themselves to the Hospital physically, cognitively and emotionally and are enthusiastic to work more and better.

The results of this study are in line with the research conducted by Shahzad and Jamal (2013) who said that organizational justice and employee engagement are important factors in generating extra roles in employees. Study of Hassan et al. (2014) also showed that distributive justice has a positive effect on OCB through employee engagement as a mediating variable.

CONCLUSION

The results of this study indicate that to create OCB in the nurses of the Public Hospital in Bali needs to pay attention to organizational justice and employee engagement factors. This shows that the behavior of nurses is very dependent on fair treatment given by superiors and from the Hospital. The distribution of results, decision making, and providing explanations in every decision taken must be given fairly by the Hospital. So that later the nurses will form positive energy within themselves by dedicating themselves or involving themselves in the Hospital. All forms of dedication from nurses, both physically, cognitively and emotionally, will affect their performance. They will more and better exceed the expectations of the Hospital, thus OCB in the nurse will appear. The Hospital must consider all forms of treatment that will be carried out for the nurses, so that none of the nurses who feel they are treated fairly.

RESEARCH LIMITATIONS AND FURTHER STUDIES

The scope of the research is only one health agency, allows to have differences related to perceptions or levels of interpretation if done by other health agencies. This study only examines two OCB factors, namely organizational characteristics seen from organizational justice and individual characteristics seen from employee engagement. Further research can add other factors namely task characteristics and leadership characteristics, where these two characteristics are factors that influence OCB. This research is carried out at a certain point in time, but on the other side of the environment each period experiences dynamic changes, so this research is important to do in the future. This study does not differentiate the characteristics of work status (permanent and contract) on nurses, because in the field no different treatment was found in the Hospital. Future studies can add differences in these characteristics, to better explain OCB.

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