EMPLOYEE ENGAGEMENT ANALYSIS OF MILENIAL WORKERS: THE EFFECT OF ORGANIZATIONAL TRUST AND ORGANIZATIONAL JUSTICE

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Abstract

The globalization era that every nation faces has made the world open and connected. This requires the awareness and readiness of human resources that openness becomes something real. On the other hand, companies need to encourage better employee engagement to increase HR awareness within the organization’s scope. The main objective of the research is to analyze the effect of organizational trust and organizational justice on the employee engagement of millenial workers. The sample in this study amounted to 150 respondents, who were determined by the convenience sampling approach. Data collection uses a questionnaire instrument which is then distributed online. Data analysis uses the SPSS application by displaying data processing results through research instrument tests with validity and reliability tests, multiple regression analysis, coefficient of determination, and hypothesis testing. Based on the data analysis results, organizational trust and justice have a positive and significant effect on employee engagement. The research information implies that increasing engagement can be carried out with encouragement from company leaders through mutual trust, mutual understanding, mutual respect, and learning to live in differences among fellow employees in their workplaces. As a result, actual job satisfaction will be obtained, closer cooperation with others is better, goals are clearer, and achievement will be achieved when goals have been achieved.

Keywords: Organizational Trust, Organizational Justice, Employee Engagement

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INTRODUCTION

Many companies need to improve themselves because leaders can make improvements or changes, but they don't care about the problems they are facing (Ayesha et al., 2021). On the other hand, it is the people at the forefront who should understand the problem and how to solve it, they need the authority to make changes (Sofiyan et al., 2022). Often a company has to pay consultants at high prices to tell them how to improve work processes when their capable subordinates or employees can do it (Djajasinga et al., 2021). The desire to empower or experience progress is often challenged or constrained (Julyanthry et al., 2021). These obstacles are in the form of feelings of fear because they do not have experience or have never done empowerment steps before (Halim et al., 2021), or have experienced but cannot work as expected by the leadership (Silalahi et al., 2022). Finally, many believe there is no need for change because what is being felt now is considered to be going well (Afwa et al., 2021). The next obstacle is because they feel they need more money (budget), capable staff, and sufficient equipment to carry out empowerment, or they think that empowerment is not important or their job, or they do not have time to carry it out.

Many studies show that when an organization experiences a decrease in performance, productivity, and profitability, there will be an increase in performance, productivity, and profitability, or a curve will be deflected if the leadership is willing to empower employees (Sajid, 2016). Productivity or company performance will be increased if there is a harmonious or effective relationship between leaders and subordinates (Evanschitzky, 2007). The results of a person's achievements in an organization can be seen from the performance of the human resources in it (Fuka & Rolínek, 2018). If a person has high work enthusiasm or motivation (innovative and creative), then his performance will experience a significant increase (Lorenzo et al., 2018). Therefore, efforts are needed to increase the ability of human resources (Zoogah, 2016). One of the main factors for increasing employee engagement is increasing trust in the organization and applying justice to the organizational environment (Saleem et al., 2019); (Ghosh et al., 2014).

It cannot be denied that in an organizational context, trust is critical in effective communication and successful teamwork among employees (Khawaja & Soomro, 2021). As important as trust between employees and managers, and can minimize risks and operational costs and increase employee commitment and productivity (Khawaja & Soomro, 2021). Organizational trust influences employees to increase their participation in decision-making and can create an energetic work atmosphere (H. Lin et al., 2017). Trust in management can also increase employee identification, loyalty, and engagement with the organization (Banerjee & Banerjee, 2013). With increased trust in the organization, employees will be more committed to the authorities and the institutions represented by the authorities (Fitria, 2018). Trust in a team is necessary for innovation, collaboration, creative thinking, and team productivity to grow (Akbar, 2020). Without trust, too, people will spend their time protecting themselves, meaning time that should be spent helping the team achieve its goals will be wasted (C. P. Lin, 2010).

In managing an organization, the need for justice in the organization so that organizational goals are achieved, thus the impact of organizational justice on job satisfaction (Inrawan et al., 2022). The company's involvement in implementing organizational justice also contributes to encouraging employee engagement in a
Organizational Trust

In an organizational context, trust is a reciprocal relationship between two or more influencing factors (Z. Lin & Shin, 2021). Manifestation of trust is a picture of the assessment of trust in one another in adjusting their behavior in the organization (Savalainen et al., 2013). Representative trust depends on the behavior of evaluations of the trust of others within the organization (Ugwu et al., 2014). In line with (Lienardo & Setiawan, 2017), which highlights the role of willingness to act based on other people's decisions within the organization's scope is the assumption of solid trust between organizational lines. This reflects behavior that refers to individual anticipation of the positive intentions of others (Khawaja & Soomro, 2021). Some researchers conclude that if a company builds organizational trust well with employees, then this will have an impact on employee involvement in implementing and succeeding in the company's vision and mission (Gülbahar, 2017). Therefore, the optimal implementation of organizational trust will affect employee engagement (Akbar, 2020). The results of previous studies suggest that high employee trust in the organization will have a significant effect on employee engagement (Acosta Antognoni et al., 2012); (Ugwu et al., 2014). Therefore, based on several previous research results, this study is carried out to develop hypotheses:

H1: Organizational trust affects employee engagement

Organizational Justice

Organizational justice is a concept that states the perceptions of employees or members of the organization regarding the extent to which they are treated fairly and equally according to the expected moral and ethical standards in the workplace and how these perceptions affect organizational results, such as commitment and engagement.

LITERATURE REVIEWS

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satisfaction (Lyu, 2016). Organizational justice emphasizes manager decisions, perceived equality, the effects of justice, and the relationship between individuals and their work environment and describes individual perceptions of fairness in the workplace (Akram et al., 2016). Organizational justice is centered on the impact of managerial decision-making, perceived quality, fairness effects, and the relationship between individual and situational factors and explains individual justice perceptions in organizations (Hussain et al., 2012). (Banerjee & Banerjee, 2013), organizational justice is the perception of justice in the organizational context related to the reaction given to that perception. Organizational justice appears in various work environment processes, including organizational activities and programs (Nazir et al., 2019). The results of previous research convey that applying fair organizational justice significantly affects employee engagement (Pakpahan et al., 2020); (Inoue et al., 2010). Therefore, based on several previous research results, this study is carried out to develop hypotheses:

H2: Organizational justice affects employee engagement

Employee Engagement

Job involvement is a general description of the psychological state of an employee who has an orientation toward the results of his performance and the general welfare of the employee (Chandrasekar, 2011). Same opinion (Chaudhary et al., 2013), defines the concept of work engagement as the commitment of each employee to their organization. Every organization needs to pay attention to the individuals who work in it. It is suggested that once individuals can truly express themselves physically, cognitively, and emotionally in their work performance, they can be more involved (Leiter & Bakker, 2010). According to the opinion of (Bakker & Demerouti, 2008), employee involvement is not merely concerned with goals, events, personal or certain behaviors but rather conditions that depend on psychological conditions. Therefore, the state of organizational trust organizational justice in employees is crucial in encouraging employee involvement to create creativity in the work process (Peters, 2019); (Lienardo & Setiawan, 2017).

METHODS

A quantitative research design with an associative approach is used in this study. This study's population is millennial workers working in Indonesia's food and beverage industry. Due to the unknown population, the sample was taken using a convenience sampling technique. According to (Hair, 2014), if the total population is unknown, ideally, the size of the representative respondents depends on the number of all indicators in the variable multiplied by 5-10. This study has ten indicators, so the number of respondents for this study is 15 x 10 = 150 samples. This number is considered representative to be observed as representative of the population because it has met the minimum sample threshold. This study uses a research instrument test consisting of validity and reliability tests. The quantitative analysis consists of a normality test, regression test, hypothesis test, correlation test, and coefficient of determination. The organizational trust variable's operational definition consists of emotional and cognitive trust (McAllister, 1995); (Gülbahar, 2017). Organizational justice variables consist of distributive justice, procedural justice, and intersectional justice (Guh et al., 2013); (Ouyang et al., 2015). Furthermore, the operational definition of the employee
engagement variable consists of opportunities for development, work-life balance, supervisory relationships with employees, availability of physical resources, rewards, and recognition, policies and communication, fair compensation policies, adequate job training, role clarity, pride (O'Connor & Crowley-Henry, 2017); (Ghosh et al., 2014).

RESULTS AND DISCUSSION

Table 1. General Profile of Respondents

<table>
<thead>
<tr>
<th>Categories</th>
<th>Details</th>
<th>amount</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gender</td>
<td>Men</td>
<td>62</td>
<td>41.33</td>
</tr>
<tr>
<td></td>
<td>woman</td>
<td>88</td>
<td>58.67</td>
</tr>
<tr>
<td>Age (years)</td>
<td>20-24</td>
<td>28</td>
<td>18.67</td>
</tr>
<tr>
<td></td>
<td>25-29</td>
<td>52</td>
<td>34.67</td>
</tr>
<tr>
<td></td>
<td>30-34</td>
<td>40</td>
<td>26.66</td>
</tr>
<tr>
<td></td>
<td>35-39</td>
<td>30</td>
<td>20</td>
</tr>
<tr>
<td>Level of education</td>
<td>High School</td>
<td>25</td>
<td>16.67</td>
</tr>
<tr>
<td></td>
<td>Diploma</td>
<td>45</td>
<td>30</td>
</tr>
<tr>
<td></td>
<td>Bachelors</td>
<td>80</td>
<td>53.33</td>
</tr>
<tr>
<td>Length of Work (years)</td>
<td>&lt; 1</td>
<td>40</td>
<td>26.67</td>
</tr>
<tr>
<td></td>
<td>1-5</td>
<td>70</td>
<td>46.67</td>
</tr>
<tr>
<td></td>
<td>6-10</td>
<td>25</td>
<td>16.66</td>
</tr>
<tr>
<td></td>
<td>&gt; 10</td>
<td>15</td>
<td>10</td>
</tr>
</tbody>
</table>

Validity and Reliability Test

Table 2. Validity Test Results

<table>
<thead>
<tr>
<th>Variables</th>
<th>Corrected items - Total correlation</th>
<th>N of Items</th>
<th>Test results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizational Trusts</td>
<td>0.461</td>
<td>6</td>
<td>Valid</td>
</tr>
<tr>
<td>Organizational Justice</td>
<td>0.487</td>
<td>9</td>
<td>Valid</td>
</tr>
<tr>
<td>Employee Engagement</td>
<td>0.689</td>
<td>30</td>
<td>Valid</td>
</tr>
</tbody>
</table>

Based on the validity test of table 1 above, it is concluded that all indicators in the study have a value above 0.30, and the measurement items used in this research are valid (Sugiyono, 2017). Next, a reliability experiment is carried out to measure the measurement items on the questionnaire items that describe the indicators of the variables. A questionnaire is reliable if a person's response to a question does not change or is normal from time to time.

Table 3. Reliability Test Results

<table>
<thead>
<tr>
<th>Variables</th>
<th>Cronbach's Alpha</th>
<th>N of Items</th>
<th>Test results</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizational Trusts</td>
<td>0.724</td>
<td>6</td>
<td>reliable</td>
</tr>
<tr>
<td>Organizational Justice</td>
<td>0.780</td>
<td>9</td>
<td>reliable</td>
</tr>
<tr>
<td></td>
<td>0.962</td>
<td>30</td>
<td>reliable</td>
</tr>
</tbody>
</table>

The results of the experiment's reliability shown in table 2 above prove that all indicators have a Cronbach alpha value for each instrument > 0.60, so it can be concluded that all the instruments used are reliable (Sugiyono, 2017).

Multiple Regression Test

Table 4. Multiple Regression Test Results

The equation model is obtained from the multiple linear regression above: = 15.251 + 0.310X1 + 0.521X2, meaning that organizational trust and organizational justice positively affect employee engagement. Based on these equations, it can be explained as follows:

1. The constant value of 15.251 can be interpreted if the variables of organizational trust and organizational justice are considered zero, then the value of employee engagement will be 10,315.
2. The value of the beta coefficient on the organizational trust variable is 0.310, which means that every change in the organizational trust variable by one unit...
will result in a change in the employee engagement of 0.310 units with the assumption that the other variables are at a constant value.

3. The beta coefficient value on the organizational justice variable is 0.521, which means that every change in the organizational justice variable by one unit will result in a change in the employee engagement of 0.521 units with the assumption that the other variables are at constant values.

**Simultaneous and Partial Hypothesis Testing**

To examine the variable binding simultaneously, experiment F is used. Simultaneous hypothesis testing attempts to analyze whether organizational trust and organizational justice variables can simultaneously influence employee engagement.

**Table 5. Simultaneous Test Results**

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>92,806</td>
<td>2</td>
<td>37,871</td>
<td>.000b</td>
</tr>
<tr>
<td>residual</td>
<td>165,287</td>
<td>147</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>241,421</td>
<td>149</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Based on the results of the simultaneous test analysis in table 5, the F-count value is 92.806 > from F-table with (0.05; 2 vs. 148) of 3.06 or with a significant 0.000 ≤ 0.05 can be interpreted as organizational trust and organizational justice affects employee engagement simultaneously. Subsequently, a partial test was conducted to analyze the effect of organizational trust and justice on employee engagement. Based on the results of data analysis in table 4, the results of the t-test in this study are as follows:

1. Organizational trust has a significant level of 0.000 ≤ 0.05, meaning that organizational trust has a significant effect on employee engagement.
2. Organizational justice obtained a significant level of 0.000 ≤ 0.05, meaning that organizational justice significantly affects employee engagement.

**Coefficient of Determination Test**

The coefficient of determination is used to measure how far a model can explain the variation of the dependent variable. The results of the determination test in this study can be explained in Table 6 below:

**Table 6. Coefficient of Determination Test Results**

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>std. An error in the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.742a</td>
<td>.0550</td>
<td>.561</td>
<td>1,781</td>
</tr>
</tbody>
</table>

Based on the results of the data analysis in table 6 above, the coefficient of determination value is 0.550, which means that the level of employee engagement of 55.5% can be explained by organizational trust and organizational justice, while other factors can explain the remaining 44.5%, not discussed in this study.

**Discussion**

Based on partial hypothesis testing (H1) results, organizational trust positively and significantly affects employee engagement. These results indicate that the higher the employee's trust in the organization, this will affect the high emotional and intellectual relationship to his work (Umiyati et al., 2022). Good leadership initiatives in the form of a caring attitude and giving trust to members of the organization are a form of motivation for the employees themselves. This is because if in carrying out these tasks, the employee feels that he can be responsible and has the best wishes for the task he is carrying out, it can help employee involvement in the company to be high. Therefore, trust is important in an effective team because it can provide a sense of security for its members. With the trust received by the leader, he will be able...
to manage leadership agendas properly so that the leader's tasks will become much smoother and more effective and provide benefits for the leader, organization, and corporation. Trust is not merely a matter of skill and competence in a particular field but also needs to be separated from the leadership maturity of the company owner (Anggoro KR et al., 2022). Trust is not merely a matter of skill and competence in a particular field but also needs to be separated from the leadership maturity of the company owner. This will certainly impact employee involvement to encourage the achievement of the vision and company mission quickly (Acosta Antognoni et al., 2012).

Based on partial hypothesis testing (H2) results, organizational justice positively and significantly affects employee engagement. Upheld organizational justice can be a work motivation, stimulus, or stimulus for every employee or worker in carrying out their duties. Having fair stimulation from the organization will result in significant development and growth within the organization itself. Organizational justice focuses on the impact of managerial decision-making, perceived quality, fairness effects, and the relationship between individual and situational factors and explains individual justice perceptions in organizations (Suryani et al., 2021). Good treatment of all employees and when employees are given the opportunity to be promoted reflects fairness to them. These conditions encourage employees to continue to be involved in every company activity. This was also conveyed by (Khan & Habib, 2011), in his research which concluded that the assessment of organizational justice in companies reflects employees’ perceptions of the extent to which they receive equal treatment in their workplace. The millennial generation’s character is easy to adapt to the corporate environment, causing them to have sufficient ability to face obstacles in work involvement in the company (Basoeky et al., 2021).

CONCLUSION

This study's results suggest that all the two hypotheses developed are acceptable. This shows that organizational trust and organizational justice have a significant effect on employee engagement. The results of this study also confirm the trust that the company presents through emotional and cognitive trust, which causes employees to have more effective involvement in the company and have high dedication and absorption in their work. An employee's role is crucial to achieving organizational goals, so setting up a qualified organizational trust will encourage optimal performance. On the other hand, for every organization to create a comfortable environment where employees work together and are satisfied with their work, it is important that every employee has role involvement according to their respective portions. This will certainly help them to use their full capabilities for better organizational performance.

The theoretical implications of this research suggest that effective and great managers must know that building trust is important and is the basis for creating collaboration between one member and the other members of the organization. Every team member who contributes to the achievement of the company's goals must be appreciated by the surrounding environment as well, especially the leader giving appreciation so that they can have a positive influence and motivate employees to be more and more in carrying out their duties. The managerial implications of this research suggest that if a company implements engagement for its members (employees), they will feel part of the group, and then a feeling of satisfaction.
will grow in completing the work or task. Furthermore, they feel that they have done something meaningful and get pleasure or happiness in collaborating and communicating with fellow employees. Engagement will increase self-confidence in carrying out tasks, where previously there might not have been any self-confidence. As a result, actual job satisfaction will be obtained, closer cooperation with others is better, goals are clearer, and achievement will be achieved when goals have been achieved. Engagement will increase self-confidence in carrying out tasks, where previously there might not have been any self-confidence.

Furthermore, this study suggests that increasing employee engagement should start with building employee trust in the company and implementing fairness for employees. Job satisfaction felt by employees is the most important and influential thing in increasing employee engagement. The author realizes that this research still has several limitations, so it has yet to be able to reveal other important aspects that can affect employee engagement. For further research, the authors recommend future researchers develop variables that are thought to be the main predictors for encouraging employee engagement, such as self-efficacy, leadership style, work-life balance, organizational commitment, reward, work environment, and others, so that they can provide complete recommendations regarding the development of human resource performance, especially for millennial workers.

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