

The Influence of Organizational Justice, Engagament, and Motivation on Employee Perfomance in Regency Hospital

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Abstract:- Research objectives: (1) to partially analyze the influence of organizational fairness, engagement, motivation, on job satisfaction. (2) to partially analyze the influence of organizational fairness, engagement, motivation, on employee performance. (4) to partially analyze the influence of organizational fairness, engagement, motivation, on employee performance through job satisfaction. The research approach used is quantitative. Research locations at RSU Lasering, Sitti Hadijah Hospital, Della Medica Hospital. Popul breast milk as many as 510 paramedics and sample as many as 225 paramedics. Sampling technique by purposive sampling. The analysis method uses the Structural Equitation Model (SEM). Study results: (1) Organizational fairness, engagement, motivation partially positively and significantly affect job satisfaction. (2) Organizational fairness, engagement, motivation, and job satisfaction partially affect positively and significantly affect employee performance. (3) Job satisfaction has a positive and significant effect on employee performance. (4) Organizational fairness, engagement, motivation partially positively and significantly affect employee performance through job satisfaction.

Keywords:- Organizational Fairness, Engagament, Motivation, Job Satisfaction, Employee Performance.

I. INTRODUCTION

Hospitals are an important means of health in an effort to provide health services to stakeholders (Imbalo, 2002). Services organized by hospitals can be carried out effectively if they have an orientation towards internal and external customer satisfaction. Internal customers are related to employees who dedicate their energy to achieving hospital goals. Organizational fairness is one of the factors that can increase the dedication of hospital employees. Employees who have high dedication turned out to support improved performance. Evidence shows that employees prefer to work in a fair environment (Kaswan, 2018).

Organizational fairness that employees perceive improves the effectiveness of employee performance. Organizational fairness helps mitigate many of the worst impacts in a dysfunctional work environment. Organizations that treat employees fairly, related to distributive fairness, procedural fairness, and interpersonal justice provide positive work attitudes that support performance (Kiersch, 2012). Inequities in organizations cause employees to tend to have

low levels of performance (Kaswan, 2018). Research from Asyen (2018), Slamet (2020) proves that organizational fairness has a significant influence on employee performance.

In addition to organizational fairness, engagement in the organization is very important. Without engagement, employees are not fully connected physically, cognitively, or emotionally to their work roles (Albrecht, 2010:4). Engagement can support employee performance (Anitha, 2014). Employees who have high engagement provide various benefits, such as less sickness, increased productivity, and have a high commitment to the organization (Kaswan, 2018). Kasimu research (2018) proves that engagement has a significant influence on performance. In addition, engagement can have a positive impact on work attitudes (job satisfaction, organizational commitment, loyalty) and employee behavior (business, profisiensi, proactivity) (Albrecht, 2010).

Motivation is a factor that is no less important to affect employee performance. Motivation as the process by which one's efforts are generated, directed, and maintained to achieve goals (Robbins, 2013). An organization must have highly motivated employees. This is important for several reasons, such as employees with high motivation will have a high level of performance, easily accept change, and lift the image of the organization (Kondalkar, 2007; Iqbal et al., 2012). Researchers from Yonius (2016) prove that work motivation has a positive and significant effect on performance. However, findings from Brigita (2015) prove that motivation has a positive and insignificant effect on employee performance.

Job satisfaction is another factor that affects employee performance. Job satisfaction is basically an employee's attitude toward his or her job (Jex and Britt, 2008). Job satisfaction indicates it will lead employees to improve performance for the better (Kaswan, 2018). Job satisfaction and performance have a positive relationship, meaning that if job satisfaction is high it tends to improve employee performance (Aftab et al., 2012; Khan et al., 2012). Research from Riski Damayanti, et al. (2018), Ch Platis et al. (2014), Ammar (2017) proves that job satisfaction has a positive and significant effect on performance.

II. LITERATURE REVIEW

A. Organizational justice

Four forms of organizational justice, namely: (1) Distributive justice refers to employees' perception of the distribution of rewards and other valuable outcomes in the organization. (2) Procedural justice is the perception of the fairness of the decision-making process used to determine the outcome or award that is distributed. (3) Interpersonal justice attributes the level of fairness people see to the way they are treated with others in the organization. (4) Information justice refers to the perception of justice regarding the information used to arrive at the whiteness (Griffiths, A., 2001).

B. Engagement

Engagement is an employee attachment is a unity of effort, commitment, responsibility, mind, energy, and heart to produce optimal contributions earnestly and consciously as a form of desire to stay in the organization in an sustainable manner. Employees who are engaged in their organization will do something even more than the organization in which he works, less sickness, increased productivity, and has a high commitment to the organization. Engaged employees will work hard with a positive mind, therefore employees will be faster or get things done at work (Kaswan, 2018).

C. Motivation

Motivation is a psychological process that awakens and directs behavior to the achievement of goals or goal-directed behavior (Kreitner and Kinicki, 2008: 205). Several ways need to be done to be able to build motivation (Wibowo, 2007: 324), namely: (a) assess attitudes, (b) be a good manager, (c) improve communication, (d) create a culture of not blaming, (e) win cooperation, and (f) encourage initiative.

D. Job Satisfaction

Job satisfaction is basically the employee's attitude towards his workers. Jex and Brit (2008) state that job satisfaction has an impact on work engagement, organizational commitment, organizational behavior, positive work attitudes, decreased conflict, life satisfaction, customer satisfaction, decreased employee turnover, heart disease, stress, withdrawal of thinking, absence, and deviations at work. Grennberg and Baron (2003:159) state that to prevent dissatisfaction and increase job satisfaction it can be done in several ways, such as: (1) make a fun job, (2) the employee is paid honestly, (3) bring the employee with a job that matches his interests, (4) avoid boredom and repetitive work.

E. Employee Performance

Employee performance is the level of contribution that employees make to their work goals or work units and companies / organizations as a result of their behavior and application of their appearance, abilities, and knowledge. (Bacal, 2004:39). Characteristics of employees who have high performance, including the following (Barrit, 2003): (a) High responsibility, (b) Ready to face all risks, (c) Have realistic goals, (d) Have a comprehensive work plan and struggle to realize the goal, (e) Utilize concrete feedback in all work activities it does, (f) Find opportunities to realize the plan that has been programmed. Hersey and Dewey (2008) stated that

there are seven factors that affect performance, namely: (a) ability (knowledge and skills), (b) clarity (understanding or role perception), (c) help (organizational support), (d) incentive (motivation or willingness), evaluation (coaching and performance feedback), validity (valid and legal personal practices), environment (environmental fit).

III. RESEARCH METHODOLOGY

Research Approach: Based on the goals to be achieved, this study when viewed from aspects of variable relationships including *explanatory* research is research conducted by explaining the symptoms caused by a research object (Suliyanto, 2018). The research approach used is quantitative. Research location at RSU Lasinrang, Sitti Hadijah Hospital, Della Medica Hospital. Population as many as 510 paramedics and sampel as many as 225 paramedics. Sampling technique by purposive sampling. The analysis method uses the Structural Equauation Model (SEM).

The method of sample withdrawal in this study, namely the selection of samples from populations at random(*probability sampling*). *Probability sampling* is a sampling technique that provides equal opportunities or opportunities for each element or member of the population to be selected into a sample (Eng &Ahmad, 2017: 34). The type of *probability sampling* used in this study was saturated samplingResearch.

IV. RESEARCH FINDINGS

Descriptive statistics show that the average values (μ) of each indicator are: X1.1 (4.01), X1.2 (4.39), X1.3 (4.74), X1.4 (4.07), X1.5 (4.71), X2.1 (4.72), X2.2 (4.73), X2.3 (4.70), X3.1 (4.18), X3.2 (4.01), X3.3 (4.22), Y1 (4.79), Y2(4.15), Y3 (4.52), Y4 (4.26), Z1 (4.25), Z2 (4.24), Z3 (4.11), Z4 (4.38), Z5 (4.27). Goodness of Fit shows that the model formed has been in accordance with the conceptualization of the observational theory/sample ($\chi^2 \leq 162,187$ & $Cf = 124,600$; $p \geq 0,05$ & $Cf = 0,041$; $RMSEA \leq 0,08$ & $Cf = 0,937$; $GFI \geq 0,90$ & $Cf = 0,977$; $AGFI \geq 0,90$ & $Cf = 0,959$; $TLI \geq 0,95$ & $Cf = 0,969$; $CFI \geq 0,95$ & $Cf = 0,973$)

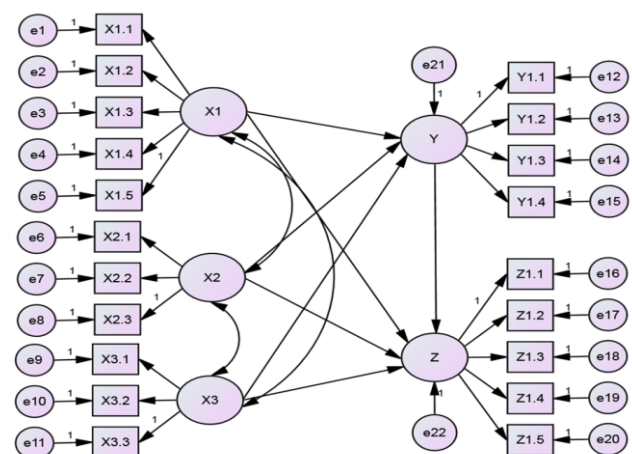


Fig 1

A. *The Effect of Organizational Justice on Job Satisfaction*

Organizational fairness positively and significantly affects job satisfaction ($P=0.000 \leq 0.05$ and loading factor = 0.5623). So that the statement of the first hypothesis is accepted and this means that employees who get fairer treatment from the organization then job satisfaction is increasing. Organizational justice gives meaning to job satisfaction. The results support the findings of Setyo (2019), Rinawati (2020) proving that organizational fairness provides significant harm to the performance of employees who get distributive, procedural, interpersonal, and informational justice. Fairer will increase employee satisfaction.

B. *The Effect of Engagement on Job Satisfaction*

Engagement has a positive and significant effect on job satisfaction ($P=0.000 \leq 0.05$ and loading factor = 0.443). So that the statement of the second hypothesis is acceptable and this means that the increasing employee attachment then job satisfaction increases. Attachment gives meaning to job satisfaction. The results support the findings of Toshihiro & Hiromi Ariyoshi (2018), Lutfi & Aryo (2016) which prove that attachment has a positive and significant effect on job satisfaction.

C. *Influence of Motivation on Job Satisfaction*

Motivation has a positive effect and thegnifikan on job satisfaction ($P=0.001 \leq 0.05$ and loading factor = 0.554) So that the statement of the third hypotheses is acceptable and this is increasingly true. Increased motivation, job satisfaction increases. Motivation gives a meaningful meaning to job satisfaction. The results of the study support the findings of Lili et al. (2014) prove that motivation has a positive and significant effect on job satisfaction.

D. *Effect of Organizational Justice on Employee Performance*

Fairness of organization has a positive effect and thegnifikan in employee performance ($P=0.000 \leq 0.05$ and loading factor = 0.816). So that the fact of the fourth hypothesis is accepted and this means that employees who get fairer treatment from the organization then the performance is increasingly negated. Organizational fairness gives meaning that means the performance of employees. The results of the study support the results of Aysen (2018), Slamet (2020) which prove that organizational fairness has a significant influence on employee performance. Employees who get fairer distributive, procedural, interpersonal, and informed justice will improve employee satisfaction.

E. *Influence of Engagement on Employee Performance*

The attachment has a positive effect and thegnifikan on employee performance ($P=0.002 \leq 0.05$ and loading factor = 0.296). Thus the statement of the fifth hypothesis is accepted. This means that the increasing enagement maka employee performance is increasing. Engagement gives meaningful meaning to employee performance. The results support the findings of Kasimu (2018) that prove engagement has a positive and significant effect on employee performance.

F. *Influence of Motivation on Employee Performance*

Motivation has a positive and significant effect on employee performance ($P=0.000 \leq 0.05$ and loading factor = 0.155). So that the meaning of the sixth hypothesis is accepted and this means that the more motivation then employee performance is increasing. Motivation gives meaningful meaning to employee performance. The results support the findings of Sri (2018), Yonius (2016) proving that work motivation has a positive and significant effect on employee performance. However, inconsistent findings were put forward by Brigita (2015) which proved that motivation has a positive and insignificant effect on employee performance.

G. *Effect of Job Satisfaction on Employee Performance*

Job satisfaction positively and significantly affects employee performance ($P=0.000 \leq 0.05$ and loading factor = 0.359). So that the pernyataan from the seventh hypothesis is accepted and this means that the more job satisfaction increases the performance of work is increasing. Job satisfaction gives meaningful meaning to employee performance. The results support the findings of Riski et al. (2018), Ch. Platis (2014), Ammar (2017), Diana (2016), Dhea (2018), Rizka (2016), Karisna (2019) proving that job satisfaction has a positive and significant effect on employee performance.

H. *Influence of Organizational Justice, Engagement, Motivation on Employee Performance Through Job Satisfaction*

Organizational fairness, engagement, motivation positively and significantly affect employee performance through job satisfaction ($P=0.000 \leq 0.05$). Thus the statements of the eighth, ninth, and tenth hypotheses are acceptable. This means that work satisfaction gives meaning that is berarti as a diasi of organizational justice, engagement, and motivation to employee performance. The results of the study support the findings of Diana (2016), Heggi (2018) prove engagement has a positive and significant effect on employee performance through job satisfaction. While the results of this study do not support the findings of Karisna (2019) which proves that motivation has a positive and insignificant effect on employee performance through employee job satisfaction. However, the inconsistent findings put forward by Yonius (2016), prove motivation has a positive and significant effect on employee performance through job satisfaction.

V. CONCLUSION

A. *Conclusion*

Organizational fairness, engagement, motivation partially positively affect and thegnifikan is faced with job satisfaction. (2) Organizational fairness, engagement, motivation, and job satisfaction have a positive and significant effect on employee performance. (4) Organizational fairness, engagement, and motivation partially positively and significantly affect employee performance through job satisfaction.

B. Suggestions

(1) Foraan: Hospitals need to maintain policies related to organizational fairness, engagement, and motivation because they have a very meaningful impact on job satisfaction and employee performance.

(2) For future Researchers: (a) Research hypotheses are developed on a comparative basis (b) Research objects can be implemented in other health sectors, such as health centers. (c) Researchers may use organizational climate variables, the work community as independent variables in reviewing the relationship to job satisfaction and employee performance.

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