The Effect of Organization Justice, Trust toward Work Enggament of Employee in Jakarta Indonesia

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Abstract: The objective of this causal research was to obtain information concerning: (1) the effect of organizational justice toward work engagement; (2) the effect of trust toward work engagement; and (3) the effect of organizational justice toward trust. The research was conducted by using a survey method with path analysis of testing hypothesis. In this research, principals of employees on Jakarta has been choosen as a unit analysis and 72 samples of principals were selected randomly. The results of the research are as follows: (1) there is a direct positive effect of organizational justice toward work engagement; (2) there is a direct positive effect of trust toward work engagement; and (3) there is a direct positive effect of organizational justice toward trust. Implications of research efforts to improve the work engagement of Jakarta, the increased, the organizational justice and trust.

1 INTRODUCTION

Human resources (HR) is a very important factor for the progress of the organization, the company and the state. It is the key to determine organizational, enterprise and country development. In plain view, human resources (HR) is employed in an institution as a driver, thinker, and implementer in order to achieve the goals of the institution. Thus, sooner or later the achievement of corporate goals, depending on the human resources employed. HR is seen not merely as a major asset, but a multipliable and multipliable asset, developed (compared to investment portfolio) and not vice versa as liability (expense or cost). This is where the perspective of HR as an investment for institutions or organizations more prominent (Stephens & Greer, 1995).

Job involvement is a key factor that determines the success of a company in achieving the effectiveness of work performance and productivity of a company, so the company is required to build increased job involvement as an effort to achieve the goals to be achieved.

Newstrom stated, Job Involvement is the degree to which employees immerse themselves in their jobs, invest time and energy immerse and view work as a central part of their overall lives. Job-involved employees are likely to believe in the work ethic, to exhibit high growth needs, and to enjoy participation in decision making (Wildschut et al., 2015). Furthermore, Newstrom stated Job Involvement is the degree to which employees immerse themselves in their jobs, invest time and energy immerse and view work as a central part of their overall lives. Job-involved employees are likely to believe in the work ethic, to exhibit high growth needs, and to enjoy participation in decision making (Wildschut et al., 2015).

Many factors influence and are related to job involvement, two factors including organizational justice and organizational trust. Both of these factors have a significant influence on employee job involvement in the management of the company. So that in managing the company is required to build organizational justice and organizational trust as an effective strategy in optimizing the involvement of employee organizations within the company. Organizational justice is the perception of organizational members about how they are treated fairly in the organization they work in, both perceptions of distributive justice, procedural justice, interactional justice, and informational justice. Luthan argue about, a perception of distributive justice, which is an individuals cognitive evaluation regarding whether or not the amounts and a¬location

of rewards in a social setting are fair. In simple terms, distributive justice is one's belief that everyone should get what they deserve culturally (Luthans, 2011).

A person's assessment of organizational justice is influenced by fair decisions. This fair decision influences satisfaction and commitment. Rachmaisca stated that organizational justice has a positive and significant influence on job involvement. Related to this view, meanwhile Schermerhorn : "Interactional justice is the degree to which the people affected by a decision are treated with dignity and respect" (Serap Altuntas, 2010). "Job involvement as the degree to which a person is identified psychologically with their work or the importance of work in their whole self-image" (Mccandliss, Cohen, & Dehaene, 2003).

From the above thoughts, it can be stated that organizational justice has a positive direct effect on job involvement. Another aspect that also influences organizational involvement is employee trust in the organization. Trust in organizations is the will of organizational members to surrender themselves to the authority of the organization by realizing the positive expectations of the members of the organization. Trust in organizations grows along with aspects: organizational integrity, organizational competence, organizational loyalty and organizational loyalty. Bussing explains employee trust in the organization can affect the job involvement of employees, (Andre Bussing, 2002). Newstrom stated "without trust, confidence is the integrity, ability and truthfulness of others team members will feel insecure stressed and reserved" (John W. Newstrom, 2011b). Greenberg, Trust is the belief in one's word and action on other (Broides, Dagan, Greenberg, Givon-lavi, & Leibovitz, 2009).

When employees have high trust in the company, they will care about the future and success of the company and understand their role and try to do the best for the company.

The research conducted by Widjajani, Nimran, and Utami proved that trust in companies has a significant influence on job involvement (Roos Widjajanti, Umar Nimran, 2017). The results of this study prove that trust in the company perceived by employees will increase employee engagement which is a form of employee commitment to carry out their duties thoroughly. Thus, trust in organizations plays an important role in the company, especially in creating involvement or commitment.

Organizational trust has a positive impact on increasing motivation, organizational commitment and job satisfaction. Trust of employees in the organization continues to meet employee expectations in creating a reciprocal relationship between trust and fairness of the organization. Organizational justice is the main requirement in understanding the effectiveness of organizational functions and satisfaction of employees (Shadi Mahmoudi & Hassani, 2014).

Barrow, Ardakani, Harooni, and Pour proved that there is a relationship between organizational justice and job involvement; and organizational justice has a positive influence on trust in the organization (Had A. Barrow, Mohammad Shaker Ardakani, 2013). According to Bies, the assessment of justice is also based on the quality of interpersonal treatment received during the procedure to execute the policy and the assessment will affect the attitudes and behavior of individuals (Robert J. Bies, 2005). Masterson added that by showing interactional justice, it would have a significant effect on employee confidence (Masterson & Taylor, 2019).

The internal control system in the company must be effective so as to create conducive working conditions through the application of equitable justice to all employees which implies reducing employee motivation to cheat or actions that cannot be trusted. Because the injustices felt by employees will become a pressure and encourage someone to commit fraud (Lisa Amelia Herman, 2013). If justice for employees is fulfilled well then the productivity and work results of employees will increase and eliminate the motivation to take actions that harm the company so as to encourage the achievement of the objectives that have been set (Pennington, Beasley, Dicker, & English, 2014). Aren, Elder, and Beasley state that cheating and declining performance of employees occur because of motivation as an incentive to commit fraud caused by pressure in the offender, whether in the form of financial problems, bad behavior or a less conducive work environment (Pennington et al., 2014). According to Lawler, when a person gets unfair treatment, it will lead to jealousy among employees and they will fight resistance or respond to lying and cheating (Indah Suhartini, 2011).

The above thinking indicates that organizational justice affects trust. Employees who get organizational justice will have high trust in both the organization, leadership and organization regulation.

From the description above, researchers consider it important to conduct research on The Effect of Organization Justice, Trust Towards Work Engineering of Employees in Jakarta, Indonesia.

The problems in this study are: (1) Is there an effect of organizational justice toward work engagement of employee on Jakarta in Indonesia? (2) Is there an effect trust in work enggament of employee on Jakarta in Indonesia? (3) Is there an

effect of justice organization toward trust of employee on Jakarta in Indonesia?

2 THEORICAL FRAMEWORK

2.1 Job Involvement

Human resources (HR) is one of the important production factors that determine the development of an organization. This can happen because all organizational activities will be carried out by HR or employees. Therefore, it can be said that the success or failure of achieving organizational goals will be determined by the involvement of employees in organizational activities.

Newstrom stated, Job Involvement is the degree to which employees immerse themselves in their jobs, invest time and energy immerse and view work as a central part of their overall lives. Job-involved employees are likely to believe in the work ethic, to exhibit high growth needs, and to enjoy participation in decision making (John W. Newstrom, 2011a). Schermerhorn et al. stated that Job involvement, which is defined as the extent to which an individual is dedicated to a job. Someone with high job involvement psychologically identifies with her or his job, and, for example, would be expected to work beyond expectations to complete a special project (John R. Schermerhorn, James G. Hunt, 2004).

Robbins dan Coulter added that Job involvement is the degree to which an employee identifies with his or her job, actively participates in it, and considers his or her job performance to be important to his or her self-worth. Employees with a high level of job involvement strongly identify with and really care about the kind of work they do (Stephen P. Robbins, 2007). Their positive attitude leads them to contribute in positive ways to their work. High levels of job involvement have been found to be related to fewer absences, lower resignation rates, and higher employee engagement with their work (Stephen P. Robbins, 2007).

Rabinowitz and Hall stated "Job involvement as the degree to which a person is identified psychologically with their work or the importance of work in their whole self-image" (Aaron Cohen, 2003). Robbins dan Judge berpendapat, Job involvement the degree to which a person identifies with a job, actively participates in it, and considers performance important to self worth. Employees with a high level of job involvement strongly

identify with and really care about the kind of work they do (Stephen P. Robbins, 2005).

Judge dan Robbins, sated, the investment of an employee's physical, cognitive, and emotional energies into job performance. Practicing managers and scholars alike have lately become interested in facilitating job engagement, believing something deeper than liking a job or finding it interesting drives performance (Robbins & Judge, 2014).

Based on the above definition, it can be concluded that work involvement is when work is the center of life for someone, when someone actively participates in his work, when performance is part of his self-esteem, when someone feels performance as a concept of his life.

2.2 Organizational Justice

Organizational justice is one of the concepts in organizational behavior that continues to develop today. The results of various studies and reviews of the concept of organizational justice show that this concept plays an important role in determining the various attitudes and behavior of individuals towards the company. Some of the following expert opinions reveal the definition of organizational justice.

Kreitner dan Kinicki stated, Justice reflect the extent to which people perceive that they are treated fairly at work This in turn, to the identification of there different components of organizational justice; distributive, procedural and interactional (Tiur Asi Siburian, 2013). Robbins and Judge revealed that organizational justice is overall perception of what is fair in the workplace (Robbins & Judge, 2014). Example: I think this is a fair place to work. An overall perception of what is fair in the workplace, composed of distributive, procedural, and interactional justice (Robbins & Judge, 2014).

Based on the opinions mentioned above, it can be concluded that organizational justice is divided into four dimensions, among others: 1) distributive justice, 2) procedural justice, 3) interactional justice and 4) informational justice.

Distributive justice according to Schermerhom et al, Organizational justice is an issue of how fair and equitable people view workplace practices (John R. Schermerhorn, James G. Hunt, 2004). One of the basic elements of equity theory is the fairness with which people perceive they are being treated. This raises an issue in organizational behavior known as organizational justice—how fair and equitable people view the practices of their workplace. In ethics, the justice view of moral reasoning considers behavior to be ethical when it is fair and impartial in the treatment of people. Organizational justice

notions are important in OB, and in respect to equity theory, they emerge along three dimensions. Procedural justice, distributive justice, and interactional justice (John R. Schermerhorn, James G. Hunt, 2004). Whereas George and Jones define, procedural justice is concerned with the perceived fairness of the procedures used to make decisions about the distribution of outcomes. It is not concerned about the actual distribution of outcomes (Abbott et al., 2010).

Schermerhorn et al. stated interactional justice is the degree to which the people affected by a decision are treated with dignity and respect. Interactional justice in a sexual harassment case, for example, may mean that both the accused and accusing parties believe they have received a complete explanation of any decision made (John R. Schermerhorn, James G. Hunt, 2004).

George and Jonnes, stated, informational justice captures employee perceptions of the extent to which managers explain their decisions, and the procedures used to arrive at them, to employees . For example, managers can explain to employees (1) how they assess inputs, including time, effort, education, and previous work experience; (2) how they appraise performance; and (3) how they decide to distribute outcomes. When managers describe the procedures they use to distribute outcomes in an honest, forthright, and timely manner, when their explanations are thorough, and when subordinates perceive these explanations to be well-reasoned, perceptions of informational justice are likely to be high.

Based on the conceptual description above, it can be synthesized that organizational justice is the employee's perception of the organization's treatment in treating organizational members fairly. The indicators are: (1) distributive justice; (2) procedural justice; (3) interpersonal justice; and (4) informational justice.

2.3 Trust

Trust is a term that is very popular in the reality of everyday life both at home, environment, workplace, place of worship, campus, and in other places in various situations. But the discussion of trust is not accompanied by good conceptual and theoretical understanding.

Colquitt, Lepine, dan Wesson (Jason A. Colquitt, Jeffrey A. LePine, 2015) argue, "trust is defined as the willingness to be vulnerable to an authority based on positive expectations about the authority's actions and intentions". McShare dan Glinow define, trust is a psychological state comprising the intention to accept vulnerability based on positive expectations of the intent or behavior of another person (M. A. V. Glinow and S. L. McShare, 2010). A high level of trust occurs when others affect you in situations where you are at risk, but you believe they will not harm you (Wakkee, Elfring, & Monaghan, 2010).

Robbins dan Coulter stated, the trust is defined as the belief in the integrity, character, and ability of a leader (Stephen P. Robbins, 2007). Followers who trust a leader are willing to be vulnerable to the leader's actions because they are confident that their rights and interests will not be abused.

Rousseau et al. (Stephen P. Robbins, 2007) define that "trust is a psychological state that exists when you agree to make yourself vulnerable to another because you have positive expectations about how things are going to turn out".

Meanwhile, Fugate and Kinicki argue, trust is a reciprocal belief that another person will consider how his or her intentions and behaviors will affect. To build trust, we can benefit by practicing the following behaviors for building and maintaining trust: 1) communication; 2) support; 3) respect; 4) fairness; 5) predictability; and 6) competence (Stephen P. Robbins, 2007).

Hellriegel dan Slocum argue, trust maintaining confidentiality of information shared by others and not misusing it, a sense of assurance that others will help when needed and will honor mutual obligations and commitment (Don Hellriegel, Susan Jackson, 2007).

Based on the description above, it can be stated that trust is a psychological condition of a person that creates a desire to depend and have confidence in others. The indicators are: (1) integrity; (2) competence; (3) consistency; and (4) loyalty.

3 RESEARCH METHOD

The method used in this research is used survey method (Donna M. Mertens, 2014), (Dean McKay, 2008) that is doing direct research at a employee in Jakarta of Indonesia. Data collection tool used is questionnaire. The research data was collected by used the researcher developed questioner and given to the sample from the population (Musringudin, Akba, & Karnati, 2017). The research respondents are employee in Jakarta of Indonesia with 72 employee and the sample is determined by using cluster random sampling technique. The variable of work enggament as dependent variable, while the

variable of organization Justice and Trust as independent variable.

Questionnaire of organization Justice, Trust and work enggament model validated by product moment correlation formula, while reliability is measured by Alpha Cronbach formula (Tavakol & Dennick, 2011), (Gliem & Gliem, 2003), (Tavakol & Dennick, 2011), (Lee J. Cronbach, 1951). Data analysis using simple correlation and regression techniques.

4 ANALYSIS

4.1 Directly Positive Organizations Influence Positively to Job Engagement

The statistical hypothesis tested is directly influencing Positive Organizational Justice (X1) on Job Engagement (X3).

Based on the Anova or Ftest, the Fcount is 18.32 and Ftable is 7,01. Since 18,32 is much bigger than 17,01, the regression model can be used to predict Job Engagement.

Table 1: Data Calculation

Source Varians	Dk	JK	RJK	F$_{Count}$	F$_{Table}$	
					α = 0,05	α = 0,01
Total	72	447168	652,81 254,01	18.32	3,98	7,01
Regresion a Regresion b/a Residual	1 1 70	424734,72 4652,81 17780,47				2,46
Usuitable Error	6 24	11058,22 6722,25	240.40 280.09	0.858	1,87	

Based on the result of the analysis of the influence of Organizational Justice (X1) to Job Involvement (X3), the coefficient of $\rho 31$ path is 0,307 with tcount = 2,60, while table value = 1,99 (α = 0,05; dk = 69). Therefore tcount> table, then H0 is rejected, H1 accepted. Thus it can be concluded that Organizational Justice has a direct positive effect on Job Involvement.

4.2 The Effect Direct Positive Effect of Trust on Job Involvement.

Statistical hypothesis tested is positive direct positive effect of Trust (X2) on Job Involvement (X3).

Based on the Anova or Ftest, the Fcount is 17.92 and Ftable is 7,01. Since 17,92 is much bigger than 17,01, the regression model can be used to predict Job Engagement.

Based on the result of path analysis of the influence of trust (X2) on Job involvement (X3), the path coefficient $\rho 32$ is 0,299 with tcount = 2,53, while ttable value = 1,99 (α = 0,05; dk = 69). Therefore, t count> t table, then H0 is rejected, H1 accepted. Thus, it can be concluded that trust has a direct positive effect on Job Engagement.

Table 2: Data Calculation

Source Varians	Dk	JK	RJK	F$_{Count}$	F$_{Table}$	
					α = 0,05	α = 0,01
Total	72	447168		17.92	3,98	7,01
Regresion a Regresi b/a Residual	1 1 70	424734,72 4571,62 17861,66	4571,62 4571,62			
Usuitable Error	43 27	11949,30 5912,36	277.89 218.98	1,269	1,83	2,37

4.3 The Directly Positive Influence of Organizational Justice to Trust.

The statistical hypothesis tested is directly positive influence of Organizational Justice (X1) to Trust (X2).

Based on the Anova or Ftest, the Fcount is 22.88 and Ftable is 7,01. Since 18,32 is much bigger than 7,01, the regression model can be used to predict Job Engagement.

Table 3: Data Calculation

Source Varians	Dk	JK	RJK	F_Count		F_Table	
						$\alpha = 0{,}05$	$\alpha = 0{,}01$
Total	72	447168		17.92		3,98	7,01
Regresion a Regresi b/a Residual	1 1 70	424734,72 4571,62 17861,66	4571,62 4571,62				
Unsuitable Error	3 27	11949,30 5912,36	277.89 218,98	1,269		1,83	2,37

Based on the result of path analysis of the influence of Organizational Justice (X1) to Trust (X2), the path coefficient ρ21 is 0,496 with tcount = 4,78, while ttable value = 1,99 (α = 0,05; dk = 70). Therefore tcount> ttable, then H0 is rejected, H1 accepted. Thus it can be concluded that Organizational Justice has a direct positive effect on Trust.

5 CONCLUSIONS

5.1 Directly Positive Organizations Influence Positively to Job Engagement

From the results of the second hypothesis testing can be concluded that there is a direct positive influence of organizational justice on job involvement with the value of correlation coefficient of 0.455 and the coefficient value of the path of 0.307. Such results can be understood considering organizational justice is needed in supporting the success of the organization, especially increasing employee engagement. This can be seen from Luthans' statement about Equity, Equity theory serves the foundation for the common thread of perceived faimess among these dimension of justice. Recent theory development specifies the-equity theory and be extended in to what is now commonly known as organizational justice (Silverthorne, 2005).

Equity theory serves the foundation for the common thread of perceived faimess among these dimension of justice for example equity theory explains condition under which decision outcomes (pay levels, pay raises, and promotion) are perceived as being fair or unfair. Person engaged in this type of thinking examine the results as opposed to how those results were achived. Equity theory supports a perception of distributive justice, which is an individuals cognitive evaluation regarding whether or not the amounts and a¬location of rewards in a social setting are fair. In simple terms, distributive

justice is one's belief that everyone should get what they deserve culturally (Luthans, 2011), (Sommer, Bae, & Luthans, 1996).

Equity theory is a common ground for measuring fairness in an organization. The latest development of this theory (Equity Theory) determined that equity theory is now known as organizational justice. For example, equity theory explains the conditions under which decisions on rate increases, salary increases, promotions, are considered fair and unjust measures. The result of meta-analysis research shows that employee perception about distributive justice has an effect on job involvement in work and employee commitment.

With the results of statistical testing, it further strengthens the theories that explain that organizational justice has a direct positive effect on job involvement.

5.2 Positive Direct Positive Trust on Job Engagement

From the results of testing the second hypothesis can be concluded that there is a direct positive influence of Trust on Job Involvement with the value of correlation coefficient of 0.451 and the value of the coefficient of the path of 0.299. This implies that the trust given by the organization or employees who believe in the organization where they work will increase the employment involvement of PT. Pulogadung Steel Jakarta. Such results can be understood given the trust is needed in supporting the success of the organization, especially increasing employee engagement. This can be seen from Bussing's statement that explains employees' trust in the organization can affect employee's employee engagement.

Another potensial consequence of trust in invoelvement in work and job. While organizational commitment is by definition directed to the organization as a whole or parts of it, involvement has to do with one's work or with one's present job in an organization. The diffrentiations in many form

of self-employment is associated with what is called "work as a central life interest"; job involvement is a specific belief regarding one's relathionship to one present job. Therefore, job involvement focusses on the centrality of work in one's own life and thus is a normative belief about the value of work in one's life. Against, this background job involvement can be defined as a belief which is contemporaneously caused whereas (Andre Bussing, 2002).

Another potential consequence of trust is the involvement of a person in performing his or her work. Meanwhile, the definition of organizational commitment is the direction of the organization as a whole or part of it, the involvement of work between a person and an organization. While employment engagement is associated with what is called work as a center of one's activity, where job involvement is a continuous belief or trust.

With the results of statistical testing, it further strengthens the theories that explain that trust has a direct positive effect on employment involvement.

5.3 Organizational Justice Influential Direct Positive to Trust

From the results of the first hypothesis testing can be concluded that there is a direct influence Positive Organizational Justice on Trust with the value of correlation coefficient of 0.496 and coefficient value of 0.496. This gives the meaning of organizational justice will increase employee confidence in PT. Pulogadung Steel Jakarta. Such results can be understood given the organization's justice is needed in supporting the success of the organization, especially improving employee confidence. This can be seen from the statement Robbins and Coulter define, trust is defined as the belief in the integrity, character, and ability of a leader. Followers who trust a leader are willing to be vulnerable to the leader's actions because they are confident that their rights and interests will not be abused (Robbins & Judge, 2014).

Trust is defined as a belief in the integrity, character, and ability of a leader. Subordinates who trust their bosses will be vulnerable to the actions of their superiors because they have the confidence that their rights and interests will not be misused.

Organizational behavioralists identify the five dimensions that shape the concept of trust, namely: integrity, competence, consistency, loyalty, openness. Integrity is a concept related to consistency in behavior or actions, values, methods, measures, principles, expectations and the resulting things. Individuals with integrity have a straight person and strong character. The integrity of the

members of the organization and/or the employer will automatically apply the system of justice to the organization. Organizational trust has a positive impact on increasing motivation, organizational commitment and job satisfaction. Employee confidence in the organization continues to meet employee expectations in creating a reciprocal relationship between organizational trust and justice.

Organizational justice is a key requirement in understanding the effectiveness of organizational functions and employee satisfaction (Shadi Mahmoudi & Hassani, 2014). When individuals feel an injustice, then their morale will come down and allow them to abandon their job responsibilities. If an employee has discarded his or her responsibilities, then the consequences that will be incurred by the organization are decreased productivity, the incidence of turnover intention, and increased number of employee absenteeism.

With the results of statistical testing, it further strengthens the theories that explain that organizational justice has a direct positive effect on trust.

6 CONCLUSIONS

The conclusions of this research are as follows: first, the improvement and improvement of organizational fairness applied by the company will lead to increased employee engagement (Cropanzano, Byrne, Bobocel, & Rupp, 2001). Second, improvement and improvement of employee confidence in the company will lead to increased employee engagement (Macey & Schneider, 2008). Third, Improvement and improvement of organizational fairness applied by the company will lead to increased employee confidence in the company (Jong & Wetzels, 2002), (Linjuan Rita Men, 2012).

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