

**ANALYSIS OF EMPLOYEE ENGAGEMENT ON SERVICE  
COMPANY  
(STUDY ON THE EMPLOYEES OF PATRA JASA CONVENTION  
HOTEL SEMARANG)**

**Ulfa Isnani Puspadewi, Suharnomo<sup>1</sup>  
Email: [ulfaisnanipuspadewi@gmail.com](mailto:ulfaisnanipuspadewi@gmail.com)**

Management Department Faculty of Economics and Business, Universitas  
Diponegoro  
Jl. Prof. Soedharto SH Tembalang, Semarang 50239, Phone:  
+622476486851

**ABSTRACT**

The aim of this study was to identify the antecedents and consequences of employee engagement. Employee engagement had a strong effect on the organizational performance. Excellent level of employee performance and the low level of absenteeism indicated that there was a decent level of employee engagement. The respondents of this study were the employees of Patra Jasa Convention Hotel Semarang. The data were collected through distribution of questionnaires to 107 full-time employees with census method. The techniques of data testing in this research included validity test by factor analysis, reliability test, the classical assumption test, multiple linear regression, path analyses, and the Sobel test to examine the mediation effect with SPSS 16.0. The results of this study indicated that job characteristics, procedural justice, and rewards and recognition had a positive and significant effect to employee engagement. Whereas distributive justice also had a positive but not significant effect to employee engagement. Employee engagement had a positive and significant effect to employee performance, job satisfaction, and organizational commitment. Employee engagement was partially connecting antecedents with consequences.

Keywords: distributive justice, employee engagement, employee performance, job characteristics, job satisfaction, organizational commitment, procedural justice, rewards and recognition

**INTRODUCTION**

Every organization wants to retain its employees. In order to do this, organization gives attention to the employees so that they will feel like at home and thus stay and give the best for the organization. Employee engagement, which first came out in an academic literature in 2002 (Harter et

al., 2002), is defined as “individual engagement and satisfaction as well as enthusiasm toward his or her job” (Sambrook, 2014). According to Gallup, employee engagement is a work tie which incorporates employee’s full involvement and willingness to be really bound into the organization.

The present study was conducted in Patra Jasa Convention Hotel Semarang. Based on the interview with an HRD manager of Patra Jasa Convention Hotel Semarang, during the past year, employee performance has generally been on the rise and number of absence is low. The good level of performance as well as the low number of absence indicates that employee engagement in the company is in a good state.

This study was also backed by a research gap about employee engagement. Saks (2006) shows that job characteristic, reward system, procedural justice and distributive justice positively influence employee engagement. On the other hand, Nusatria (2011) finds that job characteristic, reward and recognition positively influence employee engagement. However, Susanti (2013) finds a different result in which job characteristic, rewards and recognition and procedural justice do not influence employee engagement.

The purpose of this study was to test and analyze the influence of antecedents (job characteristic, distributive justice, procedural justice and rewards and recognition) toward employee engagement as well as employee engagement toward consequences (employee performance, job satisfaction and organizational commitment).

## **THEORETICAL BASIS**

### **Employee Engagement**

Robbins and Judge (2015) define employee engagement as “individual’s involvement with, satisfaction with and enthusiasm for the work he or she does.” According to Kahn, 1990 (in Saks, 2006), employee engagement is an effort of an organization member in engaging himself or herself according to his or her role in the work he or she does. Employee will involve and express himself or herself physically, cognitively and emotionally during his or her time at the company he or she works for. Employee who feels engaged for the company will have clear consciousness toward the business. As the result, employee will give his or her best effort for the success of the company (Nusatria, 2011).

According to Noe, et al. (2010), employee engagement refers to an extent to which an employee is involved fully on his or her work so that they will strengthen his or her commitment to the work. Employees who are involved and committed to the company will work even harder to ensure the company has the competitive advantage over other companies through high productivity, quality customer service and keeping turnover at low. Harter et al., (2002) (in Endres and Mancheno-Smoak, 2008) defines employee engagement as individual involvement, satisfaction and enthusiasm for the work.

### **Job Characteristic**

According to Kreitner (2003) core dimension of job is general characteristic, which is found at many levels of job itself. Robbins (2008) explains job characteristic is an effort to identify the job characteristics of a task, how these characteristics are merged to form different jobs and their relationships with motivation, job satisfaction and employee performance. Hackman and Oldham (in Kreitner, 2003) say that there are five dimensions of job characteristics: variety of skills, job identity, job significance, autonomy and feedback.

### **Distributive Justice**

Robbins and Judge (2015) explain that distributive justice is fairness in terms of rewards and acknowledgements among individuals. Jackson, Schuler, and Werner (2010) say that justice perception reflects one's perception toward his or her accomplishments compared to other's accomplishments. In general, when an employee thinks his or her performance is comparable to the rest of employees, he or she will feel that there is distributive justice in the company. Distributive justice principle means that an employee who doesn't feel like getting the highest accomplishment might feel he or she is treated unfairly.

### **Procedural Justice**

Robbins and Judge (2015) explain that procedural justice is fairness in terms of a process which is used to determine the distribution of rewards. Procedural justice refers to a justice perceived through process and procedure within an organization which is used to make decisions on allocation and resources. Procedural justice is proven to have a positive impact toward certain reactions such as organizational commitment, desire to stay in the organization, confidence in supervisor, organization's nationalities, satisfaction on decisions and performance (Ivancevich, Konopaske and Matteson, 2007).

### **Rewards and Recognition**

Organization gives rewards to its employees as a form of remuneration for the work done by the employees. This rewards are the rights of every employee who has contributed towards the organization. Rewards, according to Simamora (2006), is divided into two types: intrinsic rewards and extrinsic rewards. These two rewards are connected to each other. Intrinsic rewards allow its receiver to feel rewarded intrinsically. For example, an employee is given a raise. He or she will fill greater satisfaction of himself or herself, perceiving it as a sign of good performance.

### **Employee performance**

Mangkunegara (2011) explains that employee performance is the results in quality and quantity achieved by an employee according to his or her responsibility. There are three factors which influence employee performance. They are individual ability in finishing the job, efforts put in the work and organizational support (Mathis and Jackson, 2006). Mathis and Jackson (2006) also say that employee performance consists of following elements: quantity of the result, quality of the result, timeliness of attendance, and ability to work in a team.

### **Job Satisfaction**

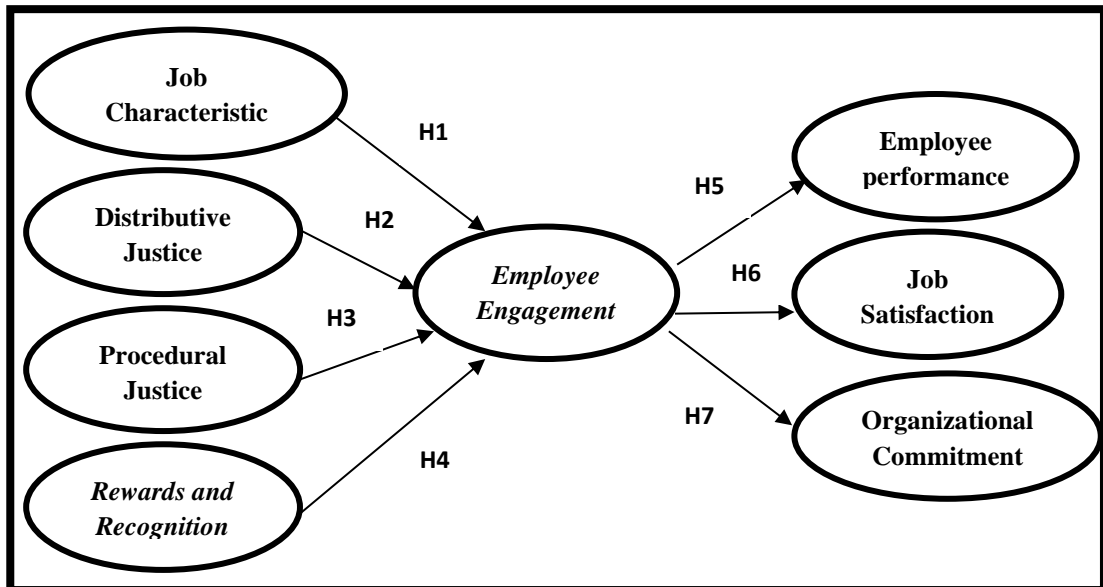
Robbins (2015) explains that job satisfaction is a positive feeling that is related to the job of an employee as a result of its characteristic evaluation. Job satisfaction is a result of employee's perception in which an employee perceives how good a job is according to his or her value (Luthans, 2006). Every employee wants to feel satisfied of his or her own work and they have a variety level of satisfaction. This is true because there are differences in employees' perceptions. A satisfied employee will give positive attitude toward the work and his or her work environment.

### **Organizational Commitment**

Ivancevich, Konopaske, and Matteson (2010) explain that commitment toward organization consists of three attitudes: 1) identification sense toward organizational goals, 2) feel of being involved in organizational tasks, 3) loyal feeling toward organization. On the other hand, Robbins (2010) defines organizational commitment as a degree in which an employee wants to defend his or her membership or involvement in the organization. Alle and Meyer in Luthans (2006) divide organizational commitment into three dimensions; they are affective commitment, continuance commitment, and normative commitment.

## THEORETICAL FRAMEWORK AND HYPOTHESES

Figure 1  
Theoretical Framework



Source: Alan M. Saks (2006), Solomon Markos (2010), Padmakumar Ram and Gantasala V. Prabhakar (2011), Sandi Nusatria (2011), Susanti Saragih and Meily Margaretha (2013), Ivan T. Robertson, et al. (2012), Anitha (2014), Nabilah Ramadhan (2014)

### **Relationship between job characteristic and employee engagement**

According to Kahn (Saks, 2006), employees who engage themselves into their job have high core job characteristics. If seen in Social Exchange Theory perspective (in Susanti, 2013), an employee will feel obliged to respond to high employee engagement with the company when he/she also feels challenged and job enrichment. According to Alan M. Saks (2006), Padmakumar Ram (2011) and Sandi Nusatria (2011), job characteristic has a positive impact toward employee engagement. Based on this explanation, following hypothesis is proposed:

H1: Job characteristic will have positive and significant impact toward employee engagement

### **Relationship between distributive justice and employee engagement**

Employee's perception on justice might have an impact on different aspects such as job satisfaction, organizational commitment, organizational citizenship behavior, self-disengaged, and performance, which is part of employee engagement (Colquitt et al, 2001). Susanti (2013) argues that employee whose perception toward justice is high will give a higher score on

engagement. Alan M. Saks (2006) and Susanti (2013) finds that distributive justice has a positive impact toward employee engagement. Based on the explanation, the second hypothesis is proposed:

H2: Distributive justice will have a positive and significant impact toward employee engagement

### **Relationship between procedural justice and employee engagement**

The influence of perception toward justice upon various work results from employees might be caused by employees' involvement. According to Susanti (2013), employees with high perception toward justice within their organization will give a higher level engagement. According to Alan M. Saks (2006), procedural justice has a positive influence toward employee engagement. Based on this explanation, the third hypothesis is proposed:

H3: Procedural justice will have a positive and significant impact toward employee engagement

### **Relationship between rewards and recognition and employee engagement**

When an employee receives his or her pay and good reward from the company, he or she will feel obliged to return them with high level of engagement (Kahn in Saks, 2006). Through social exchange theory (in Susanti, 2013), when an employee receives rewards and recognition from organization, he or she will feel obliged to return the favor with higher level of engagement. Saks (2006) and Nusatria (2011) find that rewards and recognition have an influence toward employee engagement. Based on this explanation, the following hypothesis is proposed:

H4: Rewards and recognition will have a positive and significant impact toward employee engagement

### **Relationship between employee engagement and employee performance**

An engaged employee will have clear consciousness toward business and work with his or her team to improve company performance. According to Anitha (2014), Robertson et al. (2012) and Markos (2010), employee engagement has a positive impact toward employee performance. Robinson et al. (in Ramadhan, 2014) explain that an employee who has great bond to the company will improve his or her performance for the benefit of the company. With the impact employee engagement has toward employee performance, the company will be able to improve its employees' performance through the effort of improving employee engagement (Ramadhan, 2014). Based on this explanation, the following hypothesis is proposed:

H5: Employee engagement will have a positive and significant impact toward employee performance

### **Relationship between employee engagement and job satisfaction**

Involvement as a mediating variable in the relationship between working condition and a variety of works such as burnout, increase of withdrawals, lower productivity, lower job satisfaction and commitment (Maslach et al., 2001 cited by Saks, 2006). High level of engagement leads to the low level of turnover intention and the high level of job satisfaction (Susanti, 2013). Based on the findings of Saks (2006), Nusatria (2001) and Saragih (2013), job satisfaction has an influence toward employee engagement. Based on this explanation, the following hypothesis is proposed:

H6: Employee engagement will have a positive and significant impact toward job satisfaction

### **Relationship between employee engagement and organizational commitment**

An engaged employee will also have high level of engagement with his or her organization and have low tendencies of having turnover intention (Schaufeli and Baker, 2004 cited by Saks, 2006). According to Susanti (2013), an employee who has high level of engagement will also have high commitment toward his or her job and organization. Recent studies also suggest job satisfaction will have an influence toward employee engagement (Saks, 2006; Nusatria 2011; & Saragih 2013). Based on this explanation, the following hypothesis is proposed:

H7: Employee engagement will have a positive and significant impact toward organizational commitment

## **RESEARCH METHODOLOGY**

### **Research Variables**

Job characteristic's ( $X_1$ ) core dimensions are general characteristics found at various levels of jobs (Kreitner, 2003). According to Hackman and Oldham (cited by Kreitner, 2003), within each job there has to be at least five core characters. Indicators used for this variable was developed from Hack and Oldham's model.

Distributive justice ( $X_2$ ) is fairness in terms of rewards and acknowledgements among individuals (Robbins and Judge, 2015). Jackson, Schuler and Werner (2010) explain that justice perception reflects one's perception on his or her accomplishments compared to other's achievements. Indicators used for this variable were obtained from five indicators developed by Tang, Li-Ping and Baldwin (1996) in Fuad Mas'ud (2004).

Procedural justice ( $X_3$ ) is fairness in terms of a process which is used to determine the distribution of rewards (Robbins and Judge, 2015). Procedural justice refers to the fairness which is perceived from process and organizational procedure used to determine allocation distribution and resources. Indicators in this variable were derived from the indicators developed by Tang, Li-Ping and Baldwin (1996) in Fuad Mas'ud (2004).

Organization gives rewards and recognition ( $X_4$ ) to its employees as form of remuneration for the work done. Rewards given by the organization are the rights of each of the employees who has contributed through his or her work. Indicators used for this variable were obtained from Saks (2006).

Kahn (1990) explains that employee engagement ( $Y_1$ ) is the efforts of the organization's members to bind themselves in various roles at work. Employees will engage and express themselves physically, cognitively, and emotionally while working at the company where they work. The indicators used for this variable were obtained from indicators developed by Gallup Inc. (2004).

Employee performance ( $Y_2$ ), according to Robbins (2006) in Indayati, et al. (2012), is a function of the interaction between individual abilities and motivation received. According to Mathis and Jackson (2006), employee performance includes elements that quantity of results, quality of results, timeliness of presence, and ability to cooperate. The indicators used for this variable were the indicators developed by Tsui, Anne S., Jone L Pearce and Lyman W. Porter (1997) in Fuad Mas'ud (2004).

Job satisfaction ( $Y_3$ ), according to Robbins (2015), is a positive feeling related to an employee which is the result of the evaluation of characteristics. Every employee wants to feel satisfaction with the results of his work and has a different level of satisfaction. That is because there are different perspectives of each employee. Employees who are satisfied will leave a positive attitude towards the job at hand and the environment. The indicators used for this variable were the indicators developed by Anthony Celluci and David L, De Vries (1978) in Fuad Mas'ud (2004).

Organizational commitment ( $Y_4$ ) is the degree to which an employee identifies him or herself with a particular organization and its goals and the desire to maintain membership within the organization (Robbins, 2010). The indicators used for this variable were the indicators developed by Ganesan, Shankar and Barton A. Weitz (1996) in Fuad Mas'ud (2004).

### **Determination of the Sample**

The populations in this study were all employees of Patra Jasa Convention Hotel Semarang totaling 107 persons. The samples in this study were full-time employees of the hotel company totaling 107 permanent employees. The present study used saturation sampling technique (census). Criterion for the sample used in the present study was the employee needed to have worked for the company for at least one full year. It was based on consideration that employees who have worked for the company for one year would have more working experience with a better level of commitment.

The analysis technique used in this research was path analysis operated through SPSS 16.0. The aim of path analysis was to explain the direct and indirect result of a set of independent variables with a set of dependent variables (Alrasyid, 1993 in Sanusi, 2014). In the path analysis,



causality relationship which shows direct and indirect influence among the variables can be measured. The analysis technique also uses Sobel Test to test the strength of the indirect effect of independent variables (characteristics of the job, distributive justice, procedural justice, and rewards and recognition) to the dependent variable (employee performance, job satisfaction, organizational commitment) through an intervening variable (employee engagement).

## **RESULTS AND DISCUSSION**

### **Data Quality Test**

Validity test was done to measure the legitimacy or validity of the questionnaire. Validity test is used to perform factor analysis, in order to identify a number of factors or variables that have the same character (Ghozali, 2013). The results showed KMO value of each variable was greater than 0.50. Therefore, the data has been qualified for the factor analysis. All indicators in measuring the variables for this study have loading factor values above 0.50, and the indicators do not have a double measurement.

Reliability test was used to measure a questionnaire, which is an indicator of variables or constructs. Reliability test results showed that all the variables in the study had a value of Alpha coefficients above 0.70. Therefore, it can be said of each variable of the questionnaire was reliable.

### **Classic Assumptions Test**

1. Normality Test: There are two ways to perform this test: graphic analysis of the histogram graph chart and normal probability plot graphic and statistical test by Kolmogorov-Smirnov test, where results showed that all the data were normally distributed.
2. Multicollinierity Test: All data had a tolerance value  $< 0.10$ , which means there was no correlation between the independent variables. While the results VIF value of variables tested contained no VIF which was more than 10. It can be concluded that there was no multicollinierity between the independent variables in the regression model.
3. Test heteroscedasticity: Using a scatterplot graph, all the data showing the points did not form a particular pattern, spread both above and below the 0 (zero) on the Y axis which means heteroscedasticity did not happen.

## Discussion of the Result

### Hypotheses Test

If the statistical value  $t$  is greater than  $t$  table, then the hypothesis is accepted (Ghozali, 2013), the results are as follows:

**Table 1**  
Hypotheses Test

|    |      | Coefficient | t     | Sig. |
|----|------|-------------|-------|------|
| X1 | → Y1 | .518        | 6.675 | .000 |
| X2 | → Y1 | .033        | .425  | .672 |
| X3 | → Y1 | .197        | 2.448 | .016 |
| X4 | → Y1 | .183        | 2.264 | .026 |
| Y1 | → Y2 | .358        | 3.925 | .000 |
| Y1 | → Y3 | .329        | 3.565 | .001 |
| Y1 | → Y4 | .037        | 5.119 | .000 |

Results of testing the first hypothesis showed that there was a positive and significant correlation between job characteristics on employee engagement. Parameter that indicated the value of regression coefficient of 0.518 with a significance value of 0.000 is smaller than the value of  $\alpha = 0.05$ . These results indicated that job characteristics had a positive effect on employee engagement. T value of 6.675 is greater than  $t$  table (1, 96). These results indicated that the job characteristics significantly influenced employee engagement. The research showed that the hypothesis of job characteristics would have positive and significant effect on employee engagement was proved, therefore, **H<sub>1</sub> is accepted**. Characteristics of the work with the regression coefficient were positive meaning that job characteristics were implemented better and more effective at Patra Jasa Convention Hotel Semarang, so it will be able to increase employee engagement in the company.

Results of testing the second hypothesis showed that there was a positive influence yet not significant between distributive justice on employee engagement. Parameter that indicated the value of regression coefficient of 0.033 with a significance value of 0.672 is greater than the value of  $\alpha = 0.05$ . These results indicated that the effect of distributive justice on employee engagement was very small. T value of 0.425 did smaller than the value  $t$  table is 1,96. These results indicate that distributive justice does not significantly influence employee engagement. The results of this study did not prove that distributive justice had positive and significant influence on employee engagement; therefore, **H<sub>2</sub> was rejected**. This means that distributive justice had a very small effect on employee engagement at Patra Jasa Convention Hotel Semarang, due to the significant value that exceeds 0.05 is 0.672, which means the level of confidence this result would have

amounted to 67.2%. Thus, distributive justice positively affected employee engagement yet it was not convincing.

Results of testing the third hypothesis showed that there was a positive and significant correlation between procedural justice on employee engagement. Parameter that indicated the value of a regression coefficient of 0.197 with a significance value of 0,016 is smaller than the value of  $\alpha = 0.05$ . These results indicated that procedural justice had positive influence on employee engagement. T value of 2.448 is greater than t table (1,96). These results indicated that procedural justice had a significant effect on employee engagement. The research showed that the hypothesis of procedural justice would have a positive and significant impact on employee engagement was proved; therefore, **H<sub>3</sub> was accepted**. Procedural justice to the regression coefficient is positive meant that procedural justice was applied better and more effective at Patra Jasa Convention Hotel Semarang; therefore, it will be able to increase employee engagement in the company. Because Patra Jasa Convention Hotel Semarang was very concerned about procedural justice, employees were more productive and fewer defaulters.

Results of testing the fourth hypothesis showed that there was a positive and significant correlation between rewards and recognition on employee engagement. Parameter that indicated the value of regression coefficient of 0.183 with a significance value of 0.026 is smaller than the value of  $\alpha = 0.05$ . These results indicated that the rewards and recognition had a positive effect on employee engagement. T value of 2.264 is greater than t table (1,96). These results indicated that the rewards and recognition significantly influenced employee engagement. The research showed that the hypothesis of rewards and recognition would have a positive and significant impact on employee engagement was proved, therefore, **H<sub>4</sub> was accepted**. Rewards and recognition by the regression coefficient is positive meant that rewards and recognition were implemented better and more effective at Patra Jasa Convention Hotel Semarang; therefore, it will be able to increase employee engagement in the company.

The results of the fifth hypothesis testing showed that there was a significant positive and significant correlation between employee engagement to employee performance. Parameter that indicated the value of regression coefficient of 0.358 with a significance value of 0.000 is smaller than the value of  $\alpha = 0.05$ . These results indicated that employee engagement positively affected employee performance. T value of 3.925 is greater than t table is 1,96. These results indicate that employee engagement significantly influenced employee performance. The research showed that the hypothesis employee engagement would have significant and positive effect on employee performance was proved, therefore, **H<sub>5</sub> was accepted**. Employee engagement with the regression coefficient is positive meant that employee engagement at Patra Jasa Convention Hotel Semarang was better and more

effective. Therefore, it will be able to improve the performance of employees at the company.

The results of the sixth hypothesis testing showed that there was a significant positive and significant correlation between employee engagement on job satisfaction. Parameter that indicated the value of regression coefficient of 0.329 with a significance value of 0.001 is smaller than the value of  $\alpha = 0.05$ . These results indicated that employee engagement positively affected job satisfaction. T value of 3.565 is greater than t table is 1,96. These results indicate that employee engagement significant effect on job satisfaction. The research showed that the hypothesis employee engagement would have a positive and significant impact on job satisfaction was proved, therefore, **H<sub>6</sub> was received**. Employee engagement with the regression coefficient is positive meant that employee engagement at Patra Jasa Convention Hotel Semarang better and more effective. Therefore, it will be able to increase job satisfaction of employees in the company.

The results of the seventh hypothesis testing showed that there was a significant positive and significant correlation between employee engagement to organizational commitment. Parameter that indicated the value of regression coefficient of 0.447 with a significance value of 0.001 is smaller than the value of  $\alpha = 0.05$ . These results indicated that employee engagement positively affected organizational commitment. T value of 5.119 is greater than t table is 1,96. These results indicated that employee engagement significant effect on organizational commitment. The results showed that the hypothesis of employee engagement would have positive and significant effect on organizational commitment was proved, therefore, **H<sub>7</sub> was received**. Employee engagement with the regression coefficient is positive meant that employee engagement at Patra Jasa Convention Hotel Semarang was better and more effective. Therefore, it will be able to increase organizational commitment in the company.

### Results of Mediating Test

On this mediating test, if the statistical value t is greater than t table, then there is mediating effect, as follows:

**Table 2**

Results of Mediating Job Characteristics, Distributive Justice, Procedural Justice and Rewards and Recognition toward Employee performance through Employee Engagement

|                         | a     | Sa    | b     | Sb    | ab    | Sab   | t            |
|-------------------------|-------|-------|-------|-------|-------|-------|--------------|
| Job Characteristics     | 1,082 | 0,104 | 0,156 | 0,040 | 0,169 | 0,174 | 0,971        |
| Distributive Justice    | 0,085 | 0,107 | 0,156 | 0,040 | 0,013 | 0,018 | 0,722        |
| Procedural Justice      | 0,450 | 0,101 | 0,156 | 0,040 | 0,070 | 0,024 | <b>2,917</b> |
| Rewards and Recognition | 0,330 | 0,080 | 0,156 | 0,040 | 0,051 | 0,019 | <b>2,684</b> |

Table 2 shows that the job characteristics and distributive justice have a value t smaller than t table (1.96), so it can be concluded that there is no mediating influence of employee engagement variables toward the variables of job characteristics, distributive justice on employee performance. While procedural justice and rewards and recognition have t value greater than t table (1.96), so it can be concluded that there are significant variables mediating employee engagement between the variables of procedural justice and rewards and recognition to employee performance.

**Table 3**

Results of Mediating Job Characteristics, Distributive Justice, Procedural Justice and Rewards and Recognition toward Job Satisfaction through Employee Engagement

|                         | <b>a</b> | <b>Sa</b> | <b>b</b> | <b>Sb</b> | <b>ab</b> | <b>Sab</b> | <b>t</b>     |
|-------------------------|----------|-----------|----------|-----------|-----------|------------|--------------|
| Job Characteristics     | 1,082    | 0,104     | 0,305    | 0,085     | 0,330     | 0,098      | <b>3,367</b> |
| Distributive Justice    | 0,085    | 0,107     | 0,305    | 0,085     | 0,026     | 0,035      | 0,743        |
| Procedural Justice      | 0,450    | 0,101     | 0,305    | 0,085     | 0,137     | 0,049      | <b>2,796</b> |
| Rewards and Recognition | 0,330    | 0,080     | 0,305    | 0,085     | 0,101     | 0,038      | <b>2,658</b> |

Table 3 shows that the value t of distributive justice is smaller than t table (1.96), so it can be concluded that there is no mediating influence of employee engagement variables between the variables of distributive justice on job satisfaction. While job characteristics, procedural justice and rewards and recognition have t value greater than t table (1.96), so it can be concluded that there are significant variables mediating employee engagement between the variables of job characteristics, procedural justice and rewards and recognition to job satisfaction.

**Table 4**

Results of Mediating Job Characteristics, Distributive Justice, Procedural Justice and Rewards and Recognition toward Organizational Commitment through Employee Engagement

|                         | <b>a</b> | <b>Sa</b> | <b>b</b> | <b>Sb</b> | <b>ab</b> | <b>Sab</b> | <b>t</b>     |
|-------------------------|----------|-----------|----------|-----------|-----------|------------|--------------|
| Job Characteristics     | 1,082    | 0,104     | 0,188    | 0,037     | 0,203     | 0,045      | <b>4,511</b> |
| Distributive Justice    | 0,085    | 0,107     | 0,188    | 0,037     | 0,016     | 0,017      | 0,941        |
| Procedural Justice      | 0,450    | 0,101     | 0,188    | 0,037     | 0,085     | 0,026      | <b>3,269</b> |
| Rewards and Recognition | 0,330    | 0,080     | 0,188    | 0,037     | 0,062     | 0,019      | <b>3,263</b> |

Table 4 shows that distributive justice has a value t smaller than t table (1.96), so it can be concluded that there is no mediating influence of employee engagement variables between the variables of distributive justice on organizational commitment. While job characteristics, procedural justice and

rewards and recognition have t value greater than t table (1.96), so it can be concluded that there are significant variables mediating employee engagement between the variables of job characteristics, procedural justice and rewards and recognition to the organizational commitment.

## **CONCLUSION AND LIMITATION**

From this study, we can draw the following conclusions:

1. Job characteristics, procedural justice, rewards and recognition had a positive and significant impact toward employee engagement. Meanwhile, distributive justice also had a positive but insignificant impact toward employee engagement.
2. Employee engagement had a positive and significant impact toward employee performance, job satisfaction and organizational commitment.
3. There was mediating variable influence (employee engagement) between the variables of procedural justice and rewards and recognition to employee performance, whereas distributive justice was not a significant variable.
4. There was mediating variables influence (employee engagement) between the variables of job characteristics, procedural justice and rewards and recognition to job satisfaction, while distributive justice was not significant.
5. There was mediating variables influence (employee engagement) between the variables of job characteristics, procedural justice and rewards and recognition to the organizational commitment, while distributive justice was not.

This study was limited to certain measurement or assessment of several variables antecedents of employee engagement (job characteristics, distributive justice, procedural justice, rewards and recognition) and the variable consequences of employee engagement (employee performance, job satisfaction, organizational commitment), making it less able to explain the effect of each dimension or indicator of each variable. Besides the respondents had a high workload, resulting in distribution and collection of questionnaires took longer and got less optimal results. There was also a lack of understanding of the respondents in answering the questions that exist.

On the basis of these limitations, further research is recommended to add more variables, such as organizational support, supervisor support, intention to quit, and OCB. With the difference in the results of previous studies can be used as guidelines for future research to reexamine existing research model so that it can add information about the results of research and science.

## REFERENCES

- Anitha. 2014. "Determinants of employee engagement and their impact on employee performance". *International Journal of Productivity and Performance Management*. Vol. 63. No. 3. pp. 308-323. Emerald Insight.
- Endres, Grace, M. and Lolita Mancheno-Smoak, L. 2008. "The Human Resource Craze: Human Performance Improvement and Employee Engagement". *Organization Development Journal*. Vol. 26 No. 1. pp. 69-78. Spring.
- Ghozali, Imam. 2013. *Aplikasi Analisis Multivariate dengan Program IBM SPSS 21*. Edisi 7. Semarang: Badan Penerbit Universitas Diponegoro.
- Harter, James K., Frank L. Schmidt, Sangeeta Agrawal, dan Stephanie K. Plowman. 2013. "The Relationship Between Engagement at Work and Organizational Outcomes". Gallup.
- Ivancevich, John M., Robert Konopaske and Michael T. Matteson. 2007. *Perilaku dan Manajemen Organisasi*. Jakarta: Erlangga.
- Ivancevich, John M., Robert Konopaske and Michael T. Matteson. 2010. *Perilaku dan Manajemen Organisasi*. Jakarta: Erlangga.
- Jackson, Susan E., Randall S. Schuller and Steve Werner. 2010. *Pengelolaan Sumber Daya Manusia*. Buku 1. Edisi 10. Jakarta: Salemba Empat.
- Kreitner, Robert and Angelo Kinicki. 2003. *Organizational Behavior: Perilaku Organisasi Buku 1* Edisi 5. Jakarta: Salemba Empat.
- Luthans, Fred. 2006. *Perilaku Organisasi* Edisi 10. Yogyakarta: Penerbit ANDI.
- Mangkunegara, Anwar Prabu. 2011. *Manajemen Sumber Daya Manusia*. Bandung: PT. Remaja Rosdakarya.
- Markos, Solomon and M. Sandhya Sridevi. 2010. "Employee Engagement: The Key to Improving Performance". *International Journal of Business and Management*. Vol. 5. No. 12. December 2010. Canadian Center of Science and Education.
- Mas'ud, Fuad. 2004. *Survai Diagnosis Organisasional: Konsep dan Aplikasi*. Semarang: Badan Penerbit Universitas Diponegoro.

- Mathis, Robert L. and John H. Jackson. 2011. *Manajemen Sumber Daya Manusia*. Edisi 10. Jakarta: Salemba Empat.
- Noe, Raymond A. et al. 2010. *Manajemen Sumber Daya Manusia: Mencapai Keunggulan Bersaing*. Jakarta: Salemba Empat.
- Nusatria, Sandi. 2011. "Employee Engagement: Antecedents and Consequences (Studi pada Unit CS PT. Telkom Indonesia Semarang)". Semarang: Universitas Diponegoro.
- Rahmah, Siti. 2013. "Hubungan Gaya Kepemimpinan Transformasional dengan Employee Engagement Karyawan PT.PLN (Persero) Area Samarinda". *eJournal Psikologi*. Vol. 1. No. 2. pp. 200-210. Samarinda: Universitas Mulawarman
- Ram, Padmakumar and Gantasala V. Prabhakar. 2011. "The role of Employee Engagement in work-related outcomes". *Journal of Psychology and Business*. Vol. 5. pp. 41.
- Ramadhan, Nabilah and Jafar Sembiring. 2014. "Pengaruh Employee Engagement terhadap Kinerja Karyawan di Human Capital Center PT.Telekomunikasi Indonesia, Tbk". *Jurnal Manajemen Indonesia*. Vol. 14. No. 1. April 2014. Hal. 47-58. Universitas Telkom.
- Robbins, Stephen P and Mary Coulter. 2010. *Manajemen*. Edisi Bahasa Indonesia. Jakarta: Erlangga.
- Robbins, Stephen P and Timothy A. Judge. 2015. *Perilaku Organisasi*. Edisi Bahasa Indonesia. Jakarta: Salemba Empat.
- Robertson, Ivan T., Alex Jansen Birch and Cary L. Cooper. 2012. "Job and work attitudes, engagement and employee performance: Where does psychological well-being fit in?" *Leadership & Organization Development Journal*. Vol. 3. No. 3. pp. 224-232. Emerald Insight.
- Saks, Alan M. 2006. "Employee Engagement: Antecedents and Consequences". *Journal of Managerial Psychology*, Vol. 21. No.7. pp. 600-619. Emerald Insight.
- Sambrook, Sally Anne, Natalie Jones and Clair Doloriert. 2014. "Employee engagement and autoethnography: being and studying self". *Journal of Workplace Learning*. Vol. 26 No. 3/4. pp. 172 – 187. Emerald Insight.
- Sanusi, Anwar. 2014. *Metodologi Penelitian Bisnis*. Jakarta: Salemba Empat.



- Saragih, Susanti and Meily Margaretha. 2013. "Anteseden dan Konsekuensi Employee Engagement: Studi pada Industri Perbankan". Seminar Nasional dan Call for Paper. Bandung: Universitas Kristen Maranatha.
- Simamora, Henry. 2006. Manajemen Sumber Daya Manusia. Edisi 2. Yogyakarta: Bagian Penerbitan Sekolah Tinggi Ilmu Ekonomi YKPN.