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**THE EFFECT OF PERCEPTION OF ORGANIZATIONAL SUPPORT, JOB CHARACTERISTICS, ORGANIZATIONAL JUSTICE ON EMPLOYEE ENGAGEMENT AND PERFORMANCE  
(STUDY ON EMPLOYEES OF 4-STAR HOTEL IN PALEMBANG)**

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**ABSTRACT**

*This study proposes perceptions of organizational support, job characteristics and perceptions of career development as antecedent variables of employee engagement and their relationship to employee performance. The method used in this research is a quantitative approach. For this study, employees of 4-star hotels in Palembang were used as the research population. The sampling technique used in this research is purposive sampling. Purposive sampling is the selection of respondents based on the characteristics and those who have the best information about the topic being researched. The Structural Equation Model (SEM) was developed in this study to test the conceptual model and measure the relationship between the constructs. The relationship between perceived organizational support and employee involvement did not get a strong enough support in this study, meaning that there was a positive and insignificant effect between perceived organizational support and employee engagement. The relationship between job characteristics and employee involvement received strong support in this study, meaning that there was a positive and significant influence between job characteristics and employee engagement. The relationship between organizational justice and employee involvement has a fairly strong support in this study, meaning that there is a positive and significant influence between organizational justice and*

*employee engagement. The relationship between employee engagement and employee performance has strong support in this study, meaning that there is a positive and significant influence between employee engagement and employee performance.*

## KEYWORDS

organizational support, job characteristics, organizational justice, employee involvement, employee performance.

## JEL CODES

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## INTRODUCTION

Organizational support refers to employees' perceptions of the extent to which an organization values their contributions and cares about their well-being (Eisenberger et al., 1986). This perception is formed based on the organization's readiness to recognize employees' work efforts and fulfill their socio-emotional needs (Farh et al., 2007). Organizations that are very active in providing organizational support have employees with a strong level of motivation to care about the welfare of the organization (Kurtessis et al., 2017). The positive influence of organizational support is also manifested in high levels of affective commitment (Rhoades and Eisenberger, 2002), stronger relational bonds between employees and the company (Kurtessis et al., 2017), and employee engagement (Saks, 2006). The working relationship between employees and the organization has been described as an exchange relationship (Rousseau, 1995). Although many potential exchange relationships exist within organizations, the relationship between individuals and organizations is one of the seemingly superior relationships that all employees have in the workplace (Masterson et al., 2000).

Having the right personality is often inadequate, because employee well-being also depends on a variety of motivational job characteristics that are important to be proven empirically (Saks, 2006). In particular, task significance better reflects the diversity of the nature of the job characteristics models functioning in the hospitality industry (Ferreira et al., 2017). The results of Lee-Ross's (1998) study, conducted among a sample of seasonal hotel workers in the UK, showed that task significance was highly correlated with all three affective outcomes, namely internal work motivation, general satisfaction and growth satisfaction. Unfortunately, very little research on job characteristics has been conducted in the context of the hospitality industry (Ozturk et al., 2014). Moreover, given the fact that success in hospitality is often perceived as routine with low status and poor working conditions (Kusluvan, 2003a), many employees perform their jobs with a low level of significance and lower perceptions of influencing the lives of others (Ferreira et al., 2017).

The issue of justice in the workplace has attracted researchers to study more deeply. Several studies have shown that increasing sense of fairness among employees can have a positive impact on various aspects of organizational behavior, such as job satisfaction (McCain et al., 2010), organizational commitment (Wang et al., 2010; Crow et al., 2012; Suliman and Kathairi, 2013), organizational trust (Saunders and Thornhill, 2003; McLean, 2009) and employee performance (Wang et al., 2010; Suliman and Kathairi, 2013). Therefore, understanding how people make judgments about fairness in their organizations and how they respond to perceptions of fairness or injustice is a key issue, especially for developing an understanding of organizational behavior (Maleki and Taheri, 2012).

Employee engagement is the level of commitment and involvement of employees to the organization and its values. When an employee is involved, he/she realizes his/her responsibility in business goals and motivates his/her colleagues for the success of the organization's goals. An employee's positive attitude to the workplace and its value system is referred to as an employee's positive emotional connection to his or her job. Engaged employees go beyond the call of duty to perform their role of excellence. Employee engagement is influenced by other psychological and social exchange aspects of work design such as organizational support and customer focus.

Employee performance is basically the results achieved and achievements made in the workplace. Performance refers to sticking to plans while aiming for results. Although performance evaluation is at the heart of performance management (Cardy, 2004), individual or organizational performance is highly dependent on all organizational policies, practices, and organizational design features. This integrative perspective represents a configuration approach to strategic human resource management which argues that a pattern of HR activities, as opposed to a single activity, is necessary to achieve organizational goals (Delery and Doty, 1996). Employee engagement is one of the drivers for high levels of employee performance (Macey et al., 2009; Mone and London, 2010). Various studies have been conducted to explore the antecedent of employee engagement and the significant relationship between employee engagement and outcomes (Saks, 2006; Cole et al., 2012). However, studies on the antecedents of employee engagement, especially in developing countries, are still very limited. The existence of this research gap encourages this study to be carried out to investigate and empirically examine the relationship of the antecedent of employee engagement with the construct of employee performance. This study proposes perceptions of organizational support, job characteristics and perceptions of career development as antecedent variables of employee engagement and their relationship to employee performance.

## STUDY OBJECTIVES

The aim of this research is to determine whether job characteristics and career development perception affect employee involvement in an organisation; to test empirically if organisation justice affects employee involvement in achieving their job; and to see the effect of employee involvement in an organisation on employee performance

## LITERATURE REVIEW

Sarmiento et al., (2007) argue that employee performance is often the result of at least two aspects: an employee's abilities and skills, and the motivation to use them to do a better job. In addition, a number of researchers believe that employees can help improve business performance through their ability to generate ideas and use them as capabilities to produce better products, services, and work processes. On the other hand, many practitioners and researchers support the view that employee innovation helps achieve organizational success (Unsworth and Parker, 2003; Holman et al., 2004). Past research has shown that employees' innovative behavior depends on their interactions with others at work (Anderson et al., 2004). Some researchers argue that spirituality, desire for meaningful work, and employee job satisfaction are important elements for future organizational life and social change in society (Karakas, 2009). Komala and Ganesh (2007) explain that there is a positive relationship between individual spirituality variables and job satisfaction. Furthermore, some experts explain that employees in organizations that embrace and foster spirituality will experience increased productivity (Garcia-Zamor, 2003), increased job satisfaction (Miles et al., 2005), and better performance, as well as being more tolerant and less vulnerable to stress (Marques, 2005).

Schaufeli et al., (2002) define engagement as a positive, satisfying, work-related working condition characterized by enthusiasm, dedication, and absorption (p.74). Excitement refers to feelings of physical energy, emotional strength, willingness to invest effort, and endurance in the face of adversity. Dedication involves feelings of enthusiasm, inspiration, pride, and challenge. Absorption refers to the state of a person who is fully concentrated and enjoys doing work so much that time seems to pass quickly (Schaufeli et al., 2002). Therefore, engaged employees can be described as individuals who are very passionate and tenacious in doing their jobs; put their heart into their work with persistence and a willingness to put in the effort; demonstrate strong work engagement along with experiencing feelings of importance, enthusiasm, passion, inspiration, pride, joy, and challenge from their work; and concentrate fully and immerse themselves in their work without realizing that time is passing (Bakker and Demerouti, 2008).

Perception of organizational support is the extent to which employees perceive that their contribution is valued by their organization and that the company cares about their well-being (Eisenberger et al., 1986: 501). Eisenberger and colleagues developed the concept of POS in an attempt to represent the relationship work described by social exchange theory (Blau, 1964). Basically, social exchange theory applied in the work context argues that employees are willing to exchange their effort and time for various rewards offered by the organization (Blau, 1964). However, social exchange differs from *quid pro quo economic* exchange in that the parties involved are willing to act now with the expectation of an unspecified recompense in the future (Gouldner, 1960).

In addition, the economic exchange theory developed by Rousseau and Parks (1993) argues that employees are willing to exchange their job performance for wages, social exchange theory states that employees are willing to exchange work performance for additional fewer tangible factors (feeling appreciated and supported). However, there are inconsistent findings regarding the performance of the POS relationship. In particular, while some studies have found a positive relationship (Eisenberger et al., 1990; Rhoades and Eisenberger, 2002), others have found leader-member exchange (LMX), but not POS which is related to performance (Wayne et al., 2002). Rhoades and Eisenberger (2002) seem to have clarified the relationship in their meta-analysis, finding the relationship of POS to role and extra-role behavior to be significant and homogeneous in terms of moderate effect levels. However, they did not consider the potential relationship that exists between these outcome variables, resulting in the possibility of an incomplete POS and performance model.

Job characteristics relate to how a job is done and the range and nature of the tasks associated with a particular job. The characteristics of job motivation that were most commonly investigated were autonomy, task variety, task significance, task identity and feedback (Hackman & Oldham, 1980). Recent research seems to indicate that autonomy reflects the degree to which a job allows employees freedom, independence, and discretion to schedule work, make decisions, and choose the methods used to perform tasks. Thus, autonomy includes three dimensions that focus on freedom in decision-making, work scheduling, and work methods (Morgeson & Humphrey, 2006).

Task variation reflects the degree to which the job requires workers to perform various tasks on the job. Task significance refers to the degree to which a job affects the lives or work of others, both internal and external to the organization. Workers in jobs that have significant results on the physical or psychological well-being of others tend to experience greater satisfaction in their jobs. Task identity reflects the degree to which a job involves the entire body of work, the results of which are easily identifiable. Jobs that provide a full-service unit or that unify entire products are always more interesting to do than jobs that focus on only a small part of the task (Morgeson & Humphrey, 2006). Job characteristics lead to positive psychological conditions, such as meaningfulness and responsibility which in turn can lead to higher organizational citizenship behaviors (Banai & Reisel, 2007).

Fairness is a core value in organizations that relates to promotion decisions, or assignment of rewards, or other types of social exchange (Coetsee, 2005). The terms justice has been used interchangeably in the literature (Moorman, 1991). Every event, action, or decision is judged as fair or unfair based on the individual's beliefs about the decision and his/her normative value or system, associated with those beliefs (Bies, 1987). People are social beings and organizations must therefore create arrangements in which employees can interact socially (Coetsee, 2005). Previous studies have explored various types of transactions that occur between people in the workplace, and fairness is inevitable (Suliman and Kathairi, 2013).

Organizational justice, a term coined by Wendell French (1964), is commonly used by organizational psychologists to refer to a fair, just and ethical way in which organizations treat their employees based on perceptions of fairness (Adams, 1965). In organizational settings, justice is about the social rules and norms that govern how outcomes (rewards and punishments) should be distributed, what procedures are used to make such distribution decisions, and how people are treated interpersonally (Bies and Tripp, 1995). Organizational fairness is concerned with the ways in which employees determine whether they have been treated fairly in their jobs and the ways in which these determinations influence other work-related variables (Moorman, 1991, p. 845). It affects the attitudes and behavior of employees and consequently their performance and organizational success (Coetsee, 2005). Organizational justice has been extensively researched and has experienced ongoing conflicts about the various dimensions and if these dimensions can be distinguished from one another (Johnson, 2007). Various contemporary theorists argue that justice can range from one dimension to four dimensions (Colquitt et al., 2005). Research on the four-factor model of justice which includes distributive justice, procedural justice and the two classes of interactional justice (i.e. interpersonal and informational justice), shows that these four dimensions are distinct constructs that can, and ideally should, be empirically distinguished from one another (Colquitt et al., 2001).

## METHODS

The method used in this study is a quantitative approach to causality, which allows researchers to examine the relationship between the independent and the dependent variable (Field, 2013). When using correlational research, researchers use measurements and observations to determine the relationship between variables without intervention from the researcher (Ingham-Broomfield, 2014). Quantitative methods allow for an analytical approach (McCusker and Gunaydin, 2015). The quantitative methodology helped to determine whether there was a pattern in the relationship between perceived organizational support, job characteristics, organizational fairness, employee engagement and employee performance. For this study, 338 employees from 4-star hotels in Palembang, namely Aston Hotel, Horison Ultima Hotel, and Novotel Hotel were used as the research population. Based on the total population, 200 employees were taken as research samples. The sampling technique used in this research is *purposive sampling*. *Purposive sampling* is the selection of respondents based on the characteristics and those who have the best information about the topic being studied (Elo et al., 2014).

Data analysis was conducted to determine data accuracy, *outliers*, normality, *missing value* and *multi-collinearity* of all the variables studied. Confirmatory factor analysis (CFA) was conducted to determine the psychometric characteristics of the scale used by testing convergent and discriminant validity using AMOS 22. Reliability test using Cronbach, composite reliability (CR) and extracted mean variance (AVE) of the constructs. Each item must be greater than 0.6 so that it meets the criteria of convergent validity. Discriminant validity was carried out by comparing the square root of the AVE of each construct with its corresponding correlation. The Cronbach value for all constructs must be greater than 0.6 and the CR value must be greater than 0.70 (Hair et al., 2009). The AVE value of each construct must be greater than the accepted value of 0.50 (Hair et al., 2009). The Structural Equation Model (SEM) was developed in this study to test the conceptual model and measure the relationship between the constructs. To assess the fit of the model, estimates include the  $\chi^2$  statistic, *goodness of fit index* (GFI), root of approximate squared error (RMSEA), comparative fit index (CFI), and normed fit index (NFI). Hair et al., (2009) suggest an acceptable value is  $>0.9$  for GFI, and NFI. Hair et al., (2009) suggest an acceptable value is  $<0.95$  for CFI. RMSEA value less than 0.08 indicates an acceptable range Hair et al., (2009).

## RESULTS AND DISCUSSION

Respondents in this study varied, both from gender, different ages, education levels and length of work. In this study, questionnaires were made based on references from previous studies and distributed to employees of five-star hotels in Palembang. The distribution of the questionnaires was carried out for 1 (one) month, namely in July 2020 with a total of 200 questionnaires distributed. The results of the research on the characteristics of the respondents in terms of gender, age, education level and length of work concluded that the travel agency employees were dominated by women. As many as 112 respondents out of 200, age range 20-25 years as many as 92 respondents with the latest education of SMA (senior high school) and S1 (undergraduate degree) with a total of 79 respondents and 65 respondents, respectively. Furthermore, majority of the respondents (110 respondents) have worked for less than three years.

The results of the validity and reliability test indicate that all measurement indicators of the variables used in the study, namely perceptions of organizational support, job characteristics, organizational justice, employee involvement and employee performance are stated valid and reliable. It is said to be valid since all measurement indicators of each variable have a *factor loading*  $> 0.45$  (Hair et al., 2010) and have a *Cronbach alpha*  $> 0.6$ . Overall indicators of perceived organizational support variables, job characteristics, organizational justice, employee involvement and employee performance validity test results found that all items the statement of *factor loadings* is more than 0.45 which means it is valid (*Hair's Factor loadings* for 200 respondents).

Measurement of research variables using *structural equation modeling* with the AMOS 22.0 program. Based on the results of the model fit test (*fit-model*) shown in Figure 4.8, it is known that all structural models are declared *fit*, because they meet the test index based on *rule of the thumb* required that is, the model can be empirically tested (there is agreement with the data) used in this study.

TABLE 1: GOODNESS OF FIT INDICES RESEARCH MODEL

Criteria	Cut-off Value	Analysis Result	Description
Probability	> 0.05	0.037	Good fit
RMSEA	< 0.08	0,033	Good fit
GFI	> 0.90	0,934	Good fit
IFI	> 0.90	0,988	Good fit
CMIN/DF	< 2.00	1.215	Good fit
TLI	≥ 0.95	0.977	Good fit
CFI	> 0.95	0.988	Good fit

Source: processed data, 2022

Testing whether the proposed hypothesis is acceptable or not is done by comparing the probability value (p) with a significant level of 0.05. If the probability value (p) is less than the value of (0.05), then the hypothesis can be accepted. Vice versa, if the probability value (p) is greater than the value of (0.05), then the hypothesis is not accepted.

If the estimated *goodness of fit* criteria can be met, then the next step is the analysis of the *structural* model relationship (hypothesis testing) as shown in Figure 4.8. The relationship between constructs in the hypothesis is shown by the value of *regression weights* (Hair et al, 1998). To analyze more clearly the effect of employee engagement on employee performance through organizational commitment and job satisfaction as mediating variable, details on Table 2 can be seen.

TABLE 2: COMPLETE RESEARCH MODEL MEASUREMENT RESULTS

Variables	Path Coefficient	C.R	Prob	Status
Organizational support → Employee involvement	0.107	0.934	0.350	Insignificant
Job characteristics → Employee involvement	0.363	2.366	0.018	Sig
Organisational justice → Employee involvement	0.516	2.600	0.009	Sig
Employee involvement → Employee performance	0.687	9.211	0.000	Sig

Source: processed data, 2022

The relationship between perceived organizational support on employee involvement is found to be insignificant with a CR value of 0.934 (p = 0.350 0.05), therefore Ho was accepted and Ha was rejected. This indicates that there is a positive and insignificant effect between perceptions of organizational support and employee involvement. Thus, Hypothesis H1 is rejected. This means that the higher the employee's perception of organizational support for employees, the higher the employee's involvement to be active in work activities at the hotel. This study is different from the research of Eisenberger et al., (2001); Kurtessis et al., (2015); Lee and Ok (2016) who stated that organizational support was positively and significantly related to employee engagement.

The relationship between job characteristics and employee involvement received strong support in this study, indicated by the suitability of the direction of the relationship with the direction of the hypothesized relationship and the effect was significant with a CR value of 2.366 (p = 0.018 0.05), meaning that there was positive and significant influence between job characteristics and employee engagement. The finding shows that the clearer the job characteristics in hotel activities, the more employee engagement will be. This study supports the research of Xanthopoulou et al., (2009); Bakker and Bal (2010); Janjhua (2011); Ram and Prabhakar (2011); Slatten and Mehmetoglu (2011) which states that job characteristics are positively and significantly related to employee engagement.

The relationship between organizational justice and employee involvement has a fairly strong support in this study, indicated by the suitability of the direction of the relationship with the direction of the hypothesized relationship and the effect is significant with a CR value of 2.600 (p = 0.009 0.05), meaning that there is positive and significant influence between organizational justice and employee engagement. This shows that the better the justice given by the hotel manager, the higher the work involvement of an employee in hotel activities. This study supports the research of Cropanzano and Mitchell (2005); Bhatnagar and Biswas (2010); Biswas et al., (2013); Bakker and Demerouti (2007) which states that organizational justice can increase employee engagement.

The relationship between employee engagement and employee performance received strong support in this study, indicated by the suitability of the direction of the hypothesized relationship and the significant effect with the CR value of 9.211 (p = 0.00 0.05), meaning that there was a significant relationship between employee engagement and employee performance. This means that the higher the involvement of employees in carrying out work at the hotel and it will improve employee performance. This study supports the research of Stanton and Nankervis (2011); Rich et al., 2010); Bakker and Schaufeli (2008) stated that organizational commitment is positively and significantly related to employee performance.

**CONCLUSION**

Based on research on employee involvement, organizational commitment, job satisfaction and employee performance, the following conclusions were obtained: The relationship between perceived organizational support and employee involvement did not receive strong enough support in this study, meaning that there was a positive and insignificant influence between perceptions organizational support and employee engagement. The relationship between job characteristics and employee involvement received strong support in this study, meaning that there was a positive and significant influence between job characteristics and employee engagement. The relationship between organizational justice and employee involvement has a fairly strong support in this study, meaning that there is a positive and significant influence between organizational justice and employee engagement. The relationship between employee engagement and employee performance has strong support in this study, meaning that there is a positive and significant influence between employee engagement and employee performance.

Based on the conclusions obtained in this study, some suggestions are given as input to the research results as follows: Hotel managers must be able to provide opportunities and attention to all employees to be able to actively participate in work so that it will foster a commitment to remain loyal. The hotel management must also be able to provide a sense of comfort to all employees so that they can work optimally and can contribute actively. This research still has various limitations, and it is hoped that improvements can be made for future research. The limitation is that the number of research respondents for hotel employees is very limited and cannot fully describe the real conditions of all hotel employees in South Sumatra, so this research is still relatively limited in generalizing the results of the study.

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