

The Effects of Distributive Justice and Job Engagement on Job Satisfaction with Moderating by the Civil Servants' Leader Credibility at the Regional Secretariat of West Sumatra Province

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ABSTRACT

This study aims at testing and analysing the effects of distributive justice and job engagement on job satisfaction as moderated by the civil servants' leader credibility at the regional secretariat of West Sumatra Province. The quantitative approach was a research design used to test and analyse the effects. The number of the population was 485 whereas its proportional random sampling was 219 respondents. Questionnaires and documentation were research instruments to collect the data. SEM AMOS was the technique used to analyse the data. The research findings signified that, firstly, distributive justice had a positive and significant effect on the job engagement of the West Sumatra Provincial Secretariat Civil Servants. Secondly, job engagement had a positive and significant effect on the job satisfaction of the regional secretariat civil servants of West Sumatra Province. Lastly, the leader's credibility was capable of moderating the effect of distributive justice on the job engagement of the West Sumatra provincial secretariat civil servants, at $\alpha = 0.05$. The implications of this research finding are to establish the leaders' credibility towards the West Sumatra provincial secretariat civil servants; improve civil servants' job satisfaction along with their job engagement. Besides, every civil servant receives fairly equal treatment and distributive justice from their leaders, and lastly, it strongly increases civil servants' integrity towards the leader so that their job satisfaction increases well.

Keywords: *Distributive Justice, Job Engagement, Job Satisfaction, civil servants' leader credibility.*

1. INTRODUCTION

The Regional Secretariat of West Sumatra Province strongly expects that the work results as the final goals of West Sumatra Province's administration can be maximally accomplished. The quality of human resources or civil servants (PNS) at the Regional Secretariat is a determining factor in achieving this final goal [1]. Therefore, civil servants are certainly required to be able to work more enthusiastically and actively in achieving the optimal work results [2].

The formulation of a strategic plan contains a series of fundamental actions and activities to be implemented by all levels and parties in order to achieve organizational goals. The formulation of this strategic plan must be able to respond to numerous changes. In particular, in the life of government organizations and human resource factors are the main problems in every activity found in it. Organizations are social entities that are coordinated consciously with a reactive boundary

that can be identified and work continuously to achieve goals. All actions taken in each activity are initiated and determined by the PNS. Organizations need potential human resource factors, both leaders and civil servants in the duties and supervision patterns determining the achievement and accomplishment of organizational goals.

In essence, human resources are central to the West Sumatra Province's administration. To manage those activities well, the organization must have knowledgeable and highly skilled civil servants to optimally achieve the expected results. Job satisfaction is an indicator to explain job characteristics [3]. Locke in [3] explains that job satisfaction is a positive emotional condition resulting from a person's job appraisal. [4] Shortly affirm that job satisfaction is a general attitude towards a person's job. The difference between the numbers of rewards a worker receives and the number s/he believes s/he should receive. Satisfaction occurs

when the person's needs have been met and are related to the degrees of likes and dislikes associated with the person. Satisfaction is a general attitude the persons have closely related to the rewards they believe they will receive after making a sacrifice.

Job satisfaction is defined as a pleasant emotional response derived from an organization's assessment of one's performance [5], [6]. It must be borne in mind that each individual will have a different level of satisfaction according to the value system that applies to him. This is due to differences in each individual. The more aspects of the job that are in accordance with the desires of the individual, the higher the level of satisfaction that is perceived.

In contrast, this phenomenon showed that the job satisfaction of West Sumatra Regional Secretariat civil servants was still decreasing. This referred to the results of the interviews with 30 civil servants at 9 bureaus using the job satisfaction aspect of [7]. The interview highlighted the aspects of work, salary, promotion, supervision, and co-workers. The summary of the interview showed that the job satisfaction of the West Sumatra Provincial Secretariat civil servants assessed from the aspect of job satisfaction showed dissatisfaction. They considered that the work was less attractive. They have no freedom or independence in scheduling their work. They could not define the expected procedures used to complete the job. Furthermore, some of them were dissatisfied with the remuneration and wages received for the work they have done.

Satisfaction with the opportunity for position promotions is a major issue where the promotion is only intended specifically for those who have political support from the officials. PNS's dissatisfaction with technical assistance and support provided by supervisors is due to having direct supervision by a leader of civil servants. Another phenomenon is that leaders and civil servants cannot freely share ideas in developing a good organization. If PNS shares problems with leaders, the leaders do not respond constructively and ignore them. In addition, the civil servants are less enthusiastic, lack dedication, and are indifferent in completing their work. Furthermore, researchers saw that some civil servants were less consistent in speaking positive things about the organization and did not take advantage of their excess time, energy, and initiative to contribute to organizational success. This condition, therefore, requires improvement in the job satisfaction of civil servants at the Regional Secretariat of West Sumatra Province.

Research on job satisfaction at the Regional Secretariat of West Sumatra Province Civil Servants is important because the consequences of low job

satisfaction can be in the form of low employee performance, positive behavior such as low Organization Citizenship Behavior (OCB), proactive behavior, innovative behavior. On the other hand, the increase in negative behavior, such as being late, dishonesty, blaming others, and gossiping are acute issues that must be solved.

This study estimated that a strong factor affecting job satisfaction at the Regional Secretariat of West Sumatra Province Civil Servant is job engagement. This is supported by research conducted by [8] which states that job engagement has a positive and significant effect on job satisfaction. Furthermore, Britt in [9] emphasized that if employees are enthusiastic and totally involved in their work, then they are personally more responsible for their work and committed to producing the best performance.

The aforesaid explanations designated the lowest level of job satisfaction for civil servants at the Regional Secretariat of West Sumatra Province which is allegedly influenced by factors of distributive justice, job engagement, and leaders' credibility. Hence, to find out the gaps, the author proposed the title of this research, namely "The Effects of Distributive Justice and Job Engagement on Job Satisfaction with Moderating by the Civil Servants' Leader Credibility at the Regional Secretariat of West Sumatra Province."

1.1. Job Satisfaction

Job satisfaction is seen as a complex emotional reaction. This emotional reaction is the result of the encouragement, desires, demands and expectations of civil servants for work which is associated with the realities felt by civil servants, giving rise to an emotional manifestation of feelings of satisfaction or dissatisfaction. [10] job satisfaction shows a person's positive or negative attitude about their work. The concept of job satisfaction is referred to as "the overall affective orientation on the part of individuals regarding their current job roles.

According to [11] Job satisfaction has become an important concept in organizational research regarding employee reactions/responses about their work. Civil servants will feel satisfied at work if aspects of the job and aspects of themselves get a reaction and vice versa if these aspects do not get a reaction then civil servants will not be satisfied. Another definition of job satisfaction can be considered as the level of rewards that are actually received beyond the level of fair rewards [12]. In simple words, this concept alludes to the extent to which a person likes their job which describes a person for feeling happy or unhappy, satisfied or dissatisfied at work.

From some of the definitions of the experts stated above, it can be concluded that job satisfaction is a pleasant or unpleasant attitude from the jobs they do. This is the result of their perception of work which is closely related to the rewards they believe they will receive after making a sacrifice.

1.2. Job Engagement

There have been many studies conducted on engagement, but until now there has been no consistent and universal definition of engagement, as well as in terms of its operationalization and measurement, which are still in different ways. Therefore, the use of the term engagement proposed by various researchers is still different, there are those who call employee engagement such as [13]Saks, (2006) and the term job engagement, such as Schaufeli, et al. engagement is often used interchangeably, but job engagement is considered more specific.

Job engagement refers to the relationship between civil servants and their jobs, while employee engagement is related to the relationship between civil servants and organizations [14]. The concept of engagement was first introduced by Kahn. [15] defines engagement as the employee's own mastery of their role in work, where they will bind themselves to their work, then work and express themselves physically, cognitively and emotionally while playing their performance. The cognitive aspect refers to workers' beliefs about the organization, leaders and working conditions. The emotional aspect refers to how workers feel whether positive or negative towards the organization and its leaders.

Meanwhile, the physical aspect concerns the physical energy exerted by civil servants in carrying out their roles. [15] also argues that engagement includes presence both psychologically and physically when demonstrating the role of the organization. According to [15], these levels are significantly influenced by three psychological domains, namely meaningfulness, security and availability. This domain will influence how civil servants accept and carry out their roles in the workplace. However, even though Kahn provides a theoretical model comprehensive from the psychological presence, he did not propose the operationalization of this engagement construct. In addition, Kahn's engagement model has not been tested empirically in different contexts and among other workgroups and this is one of his weaknesses [16].

They define job engagement as a state of positivity, fulfilment, a view of working conditions characterized by vigour, dedication and absorption. Vigour refers to a high level of energy and mental resilience while at work,

the willingness to work hard at work and be persistent in the face of adversity. Dedication refers to feelings of meaning, enthusiasm, inspiration, pride and challenges. Absorption is characterized by full concentration, deep interest in work where time seems to pass so quickly and it is difficult to get away from work.[17] Distinguish engagement from other job role constructs, where, rather than momentary and specific, engagement refers to a more persistent and comprehensive affective-cognitive state, which does not only focus on objects, events, individual or specific behaviour. In addition, the job engagement model [17] has a strong theoretical basis compared to other engagement theories [16].

Based on the description above, referring to the opinion of [17], the definition of job engagement in this study is a positive motivational state and self-fulfilment in work characterized by strength (vigour), dedication (dedication), and absorption (absorption). Job engagement is more than a momentary and specific state, referring to a state that is still moving, including cognitive and affective aspects that do not focus on certain objects, events, individuals or behaviours [17]. [17] provide a limitation regarding job engagement as a strong agreement on the implementation of work and other work-related matters. There are several measurements of work engagement according to [18] namely (1) vigour, (2) dedication, and (3) absorption.

1.3. Distributive Justice

According to [19] distributive justice is defined as a form of organizational justice that focuses on civil servants' confidence that they have received the appropriate amount of rewards and received rewards. Meanwhile, according to Colquitt in [20] distributive justice refers to the balance of the distribution of organizational results in the form of salaries, allowances and bonuses. When individuals in the organization perceive that the ratio of input to reward they receive is balanced, they will feel fairness which indicates the existence of distributive justice.

Distributive justice relates to equity in the distribution of results. In other words, distributive justice refers to the amount of income or rewards that civil servants receive [21]. When civil servants have a high perception of the fairness of the distribution of results in the organization, it is certain that civil servants feel obliged to be fair in playing their role by providing a higher level of engagement. The intended individual welfare includes physical, psychological, economic, and social aspects. The purpose of distribution here is welfare. Distributive justice refers to justice from the lower level, which includes matters of payroll, training, promotion, and dismissal. These policies are constantly

changing due to the mission factor and updated procedures.

Based on this opinion, it can be concluded that distributive justice is organizational justice that focuses on employee confidence in the balance of the distribution of organizational results in the form of salaries, allowances and bonuses that will affect individual welfare including physical, psychological, economic, and social aspects. This study adopts indicators from [22] which are as follows: (1) the results obtained are in accordance with the contribution, (2) the results are in accordance with the work that has been done, and (3) the results can reflect the efforts made.

1.4. Leaders' Credibility (Trust)

According to [23] trust in superiors is real concern and emotional bonding between civil servants and their supervisors, based on employee attribution of supervisor's motives. When civil servants have influence-based trust in their supervisors, they are more likely to feel completely empowered by their supervisor. With this assurance, uncertainty is reduced and civil servants may experience increased confidence in their creative abilities which, in turn, leads to greater creativity.

High trust is often an important element in positive human relationships and creates a collaborative environment by giving others understanding, security and attachment. Trust is the main facilitator of integration between managerial practices and employee work-related behaviour [24]. A very high tendency to believe is desirable in an organization because its presence helps the flow of knowledge and results in performance [25]. The tendency of civil servants to believe that facilitates knowledge-sharing behaviour, helps the flexibility of organizational structures and helps civil servants provide innovative services [26].

According to [27] there are six indicators for measuring trust in superiors, namely (1) superiors are free to share ideas, feelings, and hopes, (2) speak freely to superiors, (3) superiors respond constructively and attentively, (4) competence and preparation for work, (5) trusting and respecting superiors as co-workers, and (6) other co-workers perceive superiors as trustworthy.

1.5. Effects of Distributive Justice on Job Engagement

When civil servants perceive a fair organization in the distribution of results, it will increase job engagement, where a sense of satisfaction will arise in the employee for the distributive justice provided by the

organization, this is what encourages civil servants to provide a higher level of engagement with their work.

This research is supported by research conducted by [28], [29] stated that distributive justice has a positive and significant effect on job engagement.

1.6. Effects of Job Engagement on Job Satisfaction

Job engagement has a positive and significant effect on job satisfaction. Engagement moves beyond satisfaction by combining various perceptions of civil servants who collectively show high performance, commitment and loyalty. Attachment is also a positive employee attitude which is accompanied by both cognitive and appreciation motivation, confidence in abilities and feeling happy while working [30].

Such a positive attitude indicates that they have high job engagement, so they tend to have high job satisfaction and vice versa if the job satisfaction of civil servants is at a low level, then civil servants have low engagement. In line with the research results of [31], [32] which states that job engagement has a positive and significant impact on job satisfaction.

1.7. Leader's Credibility moderates the effect of distributive justice on Job Engagement

Leader's Credibility (trust) can moderate the effect of distributive justice on job engagement. This is reinforced by research conducted by [19] which states that trust in superiors can positively and significantly moderate the effect of distributive justice on job engagement. Trust is the hope that a word, promise, or another statement can be relied upon [33]. [34] argue that leadership focuses on forming relationships between leaders and civil servants characterized by trust and integrity. [35] found that integrity is a very important antecedent of trust in supervisors.

2. METHOD

This was a quantitative research approach whose primary purpose was to test and analyse the effects of distributive justice and job engagement on job satisfaction with moderating by the civil servants' leader credibility at the regional secretariat of West Sumatra province." The number of population was 485 and Proporsional Random Sampling was a technique used to determine the number of the sample applying the 2013 Widiyanto sampling formula. The number of sample was 219 respondents.

Questionnaire, interview guide, and documentation were the research instruments. These instruments are made use of collecting the primary and secondary data. Primary data was information related to job satisfaction, job engagement, distributive justice, and leaders' credibility whereas the secondary data was obtained from official sources, which have been processed and published through various reports or official media appointed by the organization. The secondary data were organizational identity, PNS identity, and other supporting data. Descriptive analysis and inferential analysis using structural equation modeling (SEM) analysis techniques with the AMOS application were used to analyze the data.

3. RESULT AND DISCUSSION

3.1 Confirmatory Factor Analysis

Confirmatory factor analysis is an analysis that is used to measure how perfect the observed variables are in measuring the underlying latent variables. Theory

testing with SEM AMOS follows the method of testing measurement theory using CFA.

3.1.1 CFA Test, Trust in Superiors and Distributive Justice

Based on the results of the validity test for the variable trust in superiors and distributive justice, it was obtained one statement item that had a loading factor value below 0.5, namely KPA4 so that the statement item was issued because it was invalid.

The results of the CFA output variables of trust in superiors and distributive justice after invalid items were excluded, indicating that all indicators have a p-value of ***. This shows that the p number is at the level of 0.000, far below 0.005 with CR > 1.96. So it can be concluded that all indicators can explain all existing constructs.

Furthermore, the Good of Fit test is carried out, based on the results of the GOF test that almost all of the criteria are not yet fit, then a modification is made to get a fit model. The results of the GOF modification can be seen in Table 1.

Table 1 Goodness of Fit Indices of Measurement Model

Measurement Index Criteria	Result*	Reference Value	Note
Chi Square	23,629	As small as possible	
Probability	0,211	≥ 0,05	<i>Good Fit</i>
CMIN/df	1,244	≤ 2 or ≤ 3	<i>Good Fit</i>
GFI	0,974	≥ 0,90	<i>Good Fit</i>
AGFI	0,950	≥ 0,90	<i>Good Fit</i>
TLI	0,984	≥ 0,90	<i>Good Fit</i>
CFI	0,989	≥ 0,90	<i>Good Fit</i>
RMSEA	0,033	≤ 0,05	<i>Good fit</i>

Source: Primary Data Processed (2020)

3.1.2 CFA Job engagement and Job Satisfaction

Based on the results of the validity test for the job engagement variable, 9 statement items were declared valid because they had a loading factor value above 0.5. Whereas for the variable of work aging, 13 statement items were declared valid.

Furthermore, the CFA results of job engagement and job satisfaction variables show that all indicators

have a p-value of ***. This shows that the p number is at the level of 0.000, far below 0.005 with CR > 1.96. So it can be concluded that all indicators can explain all existing constructs.

Furthermore, the Good of Fit test is carried out, based on the results of the GOF test that almost all of the criteria are not yet fit, then a modification is made to get a fit model. The results of the GOF modification can be seen in the Table 2

Table 2 Goodness of Fit Indices

Measurement Index Criteria	Result*	Reference Value	Note
Chi Square	124,888	As small as possible	<i>Marginal fit</i>
Probability	0,144	$\geq 0,05$	<i>Good fit</i>
CMIN/df	1,167	≤ 2 or ≤ 3	<i>Good Fit</i>
GFI	0,937	$\geq 0,90$	<i>Good Fit</i>
AGFI	0,937	$\geq 0,90$	<i>Good Fit</i>
TLI	0,978	$\geq 0,90$	<i>Good Fit</i>
CFI	0,983	$\geq 0,90$	<i>Good Fit</i>
RMSEA	0,028	$\leq 0,05$	<i>Good Fit</i>

Source: Primary Data Processed (2020)

To evaluate the validity of the structural model is done by assessing the suitability of the model (Goodness of Fit). The structural model that will be evaluated does not have complete structural differences that have been

tested at the measurement model evaluation stage. Furthermore, the Good of Fit test was carried out, this modification was done to get the right model. The modification results can be seen in the table 3.

Table 3 Goodness of Fit Indices of Structural Model

Measurement Index Criteria	Result*	Reference Value	Note
Chi Square	465,659	As small as possible	<i>Marginal fit</i>
Probability	0,00	$\geq 0,05$	<i>Marginal fit</i>
CMIN/df	1,693	≤ 2 or ≤ 3	<i>Good Fit</i>
GFI	0,865	$\geq 0,90$	<i>Marginal fit</i>
AGFI	0,828	$\geq 0,90$	<i>Marginal fit</i>
TLI	0,901	$\geq 0,90$	<i>Good Fit</i>
CFI	0,916	$\geq 0,90$	<i>Good Fit</i>
RMSEA	0,056	0,05 – 0,08	<i>Good Fit</i>

Based on the results of the GOF test, it was found that almost all of the criteria were in accordance with the GOF measure index. So that research is continued for the structure of the model.

The results of the first hypothesis test show that distributive justice has a positive and significant effect on job engagement. With a probability value of *** small from the significance level of 0.05. This means that the better distributive justice will increase job engagement, it can be concluded that the hypothesis is accepted. Because distributive justice at the Regional Secretariat of West Sumatra Province can be in the form of results received by civil servants in accordance with the efforts that have been done, the results obtained by civil servants are in accordance with the work that has been completed, the results received by civil servants reflect the employee's contribution to the Regional Secretariat of West Sumatra Province, and the results received by civil servants according to performance. If all of these are fulfilled by the organization, it will be able to increase the job engagement of the West Sumatra Provincial Secretariat civil servants.

When civil servants perceive a fair organization in the distribution of results, it will increase job engagement, where a sense of satisfaction will arise in the employee for the distributive justice provided by the organization, this is what encourages civil servants to provide a higher level of engagement with their work.

This research is supported by research conducted by Alvi&Abbasi, (2012); Ghosh et al., (2014) stated that distributive justice has a positive and significant effect on job engagement. Seen from the perspective of the *Social Exchange Theory (Social Exchange Theory)* is based on the idea that people view their relationships in an economic context and they count the sacrifices and compare them with the rewards earned by continuing the relationship. Sacrifice is an element of a relationship that has a negative value for a person. For example feeling depressed and tense. Rewards are elements in a relationship that have positive values. For example, mutual understanding and understanding. Social Exchange theorists argue that all people value their relationship by looking at sacrifice and respect. All relationships take time and participants (Turner and Hiernaux 2008).

3.2 The Effect of Job engagement on Job Satisfaction

The results of the second hypothesis test show that job engagement has a positive and significant effect on job satisfaction. With a probability value of *** small from the significance level of 0.05. This means that

better job engagement will increase job satisfaction, it can be concluded that the hypothesis is accepted. Job engagement has a positive and significant effect on job satisfaction. Engagement moves beyond satisfaction by combining various perceptions of civil servants who collectively show high performance, commitment and loyalty. Attachment is also a positive attitude for civil servants who are accompanied by motivation both cognitively and appreciatively, believe in their abilities and feel happy while working.

Such a positive attitude indicates that they have high job engagement, so they tend to have high job satisfaction and vice versa if the job satisfaction of civil servants is at a low level, then civil servants have low engagement which states that job engagement has a positive and significant impact on job satisfaction. From the perspective of SET (Social Exchange Theory), it can prove that when civil servants who are equipped with job challenges and enrichments will feel obliged to reciprocate with a higher level of engagement and have an impact on employee satisfaction at work.

3.3 The Effect of Distributive Justice on Job Engagement Moderated by Trust in Superiors

The results of the third hypothesis test show that trust in superiors can moderate the effect of distributive justice on job engagement. With a probability value of *** small from the significance level of 0.05. This means that trust in superiors strengthens the effect of distributive justice on job engagement, it can be concluded that the hypothesis is accepted.

Trust in superiors can moderate the effect of distributive justice on job engagement. This is reinforced by research conducted by Haynie et al., which states that trust in superiors can positively and significantly moderate the effect of distributive justice on job engagement. Trust is the hope that another word, promise, or statement can be relied Trust is also defined as a psychological state that includes an individual's susceptibility to positive predictions of other people's intentions argue that leadership focuses on forming relationships between leaders and civil servants characterized by trust and integrity. found that integrity is a very important antecedent of trust in supervisors.

4. CONCLUSIONS

Based on the results of the analysis related to the objectives of this study, several conclusions can be drawn from the research results as follows: (1)

Distributive justice felt by the West Sumatra Provincial Secretariat civil servants can increase job engagement. This means that the better the distributive justice experienced by civil servants will further increase the job engagement of the West Sumatra Provincial Secretariat civil servants, (2) Job engagement of West Sumatra Provincial Secretariat civil servants can increase employee job satisfaction. This means that the better job engagement will increase job satisfaction of West Sumatra Provincial Secretariat civil servants, and (3) Trust in superiors is able to strengthen the effect of distributive justice on job engagement of West Sumatra Provincial Secretariat civil servants. This means that the better the distributive justice that civil servants feel and the added trust in superiors given to civil servants will further increase job engagement.

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