

WORK ENGAGEMENT AS A MEDIATOR IN THE RELATIONSHIP BETWEEN ORGANIZATIONAL JUSTICE AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR

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Abstract

The purpose of this study is to analyze the mediating role of work engagement in the relationship between organizational justice and organizational citizenship behavior (OCB). The research population consisted of all 106 employees of Blue Point Bay Villas & Spa Uluwatu, Bali, using a saturated sampling technique. Data were collected through a survey employing structured questionnaires, supported by interviews during the pre-survey stage. Data analysis was conducted using the Structural Equation Modeling–Partial Least Square (SEM-PLS) approach. The results indicate that organizational justice has a positive and significant effect on organizational citizenship behavior. Organizational justice also positively and significantly influences work engagement, while work engagement has a positive and significant effect on organizational citizenship behavior. Furthermore, the findings show that work engagement partially and complementarily mediates the effect of organizational justice on organizational citizenship behavior. The implications of this study emphasize that improving employees' organizational citizenship behavior can be achieved by enhancing competencies, creating a positive and supportive work environment, opening communication channels to accommodate employees' aspirations and complaints, and continuously evaluating and refining organizational policies to strengthen perceptions of fairness and job satisfaction.

Keywords: work engagement; organizational justice; organizational citizenship behavior.

INTRODUCTION

Employee behavior is a crucial element that significantly contributes to the formation of Organizational Citizenship Behavior (OCB) within organizations. Blue Point Bay Villas & Spa Uluwatu Bali operates in the accommodation and wellness service

industry in Bali, particularly in the Uluwatu area. The resort is widely recognized for its dramatic cliffside location overlooking the ocean, its tranquil atmosphere, and its premium facilities and services that offer a luxurious holiday experience for tourists, including relaxation and honeymoon purposes. These conditions require the organization to consistently maintain high service quality in order to sustain its competitiveness and reputation. In this context, organizational success is determined not only by employees' fulfillment of formal job duties, but also by the voluntary extra contributions they provide. Such contributions are reflected in OCB, which includes employees' initiatives to help colleagues, maintain a harmonious work environment, and support smooth operations beyond formal job requirements. OCB not only enhances productivity but also fosters a positive, cooperative, and supportive work climate, ultimately strengthening overall organizational performance.

OCB refers to a set of voluntary work behaviors displayed by employees beyond the formal requirements of their job roles and not directly included in formal performance appraisal systems. These behaviors encompass various forms of prosocial actions, such as willingness to help colleagues in addressing or preventing work-related problems, active participation in organizational activities, and the demonstration of positive attitudes and loyalty toward the organization (Organ et al., 2006:87). Employees who exhibit high levels of OCB tend to contribute to a more supportive, productive, and collaborative work environment, as such behaviors strengthen teamwork and social cohesion in the workplace. Previous studies emphasize that OCB represents a strategic organizational asset due to its role in enhancing operational effectiveness and efficiency, facilitating work processes, and supporting the sustainable achievement of organizational goals (Organ, 1988; Dunlop & Lee, 2004).

Social Exchange Theory (SET) posits that the relationship between employees and organizations is built on mutually beneficial reciprocity, whereby each party tends to reciprocate the treatment it receives (Blau, 1964). Within this framework, organizational justice plays a central role in shaping employees' attitudinal and behavioral responses, including OCB. Organizational justice reflects employees' perceptions of fairness in organizational rules, procedures, and interpersonal treatment, which in turn influence how employees interact with the organization and their coworkers (Donglong et al., 2020). From the SET perspective, when employees perceive fair and consistent treatment, they are motivated to reciprocate through positive attitudes and behaviors, such as higher work engagement, enthusiasm, and organizational commitment. These conditions ultimately foster voluntary behaviors beyond formal job requirements that benefit the organization and its members, as reflected in OCB (Rahman & Karim, 2022).

Work engagement refers to the level of involvement, dedication, and energy that employees invest in their work. Employees with high work engagement tend to demonstrate greater enthusiasm and commitment to their tasks, which positively affects performance and encourages OCB (Wang & Chen, 2020; Di Stefano & Gaudiino,

2019). Work engagement is important because it functions as a psychological mechanism that mediates the influence of organizational justice on OCB by enhancing motivation, a sense of belonging, and active participation within the organization (Heslin & Keating, 2017; Yudiani, 2017). Thus, work engagement can be understood as a psychological state reflecting the extent to which employees are emotionally and physically involved in their work.

Employees who exhibit strong work engagement generally display high levels of energy, dedication, and enthusiasm in performing their job tasks (Heslin & Keating, 2017; Wang & Chen, 2020). In this study, work engagement serves as a mediating variable in the relationship between organizational justice and organizational citizenship behavior (OCB). Employees who feel supported and fairly treated by the organization are more likely to experience higher work engagement, which in turn encourages greater extra-role contributions reflected in OCB. Empirical evidence indicates that high levels of work engagement motivate employees to contribute beyond formal job responsibilities, thereby positively influencing organizational goal achievement and overall success (Yudiani, 2017; Jufrizen & Sari, 2023).

Organizational justice plays a crucial role in shaping and influencing employees' OCB. A fair and healthy relationship between employees and the organization has been shown to enhance individual performance, which in turn contributes to overall organizational success (Rahman & Karim, 2022; Sari et al., 2019). Organizational justice refers to employees' perceptions of fairness in organizational rules, procedures, and interpersonal treatment. Employees who perceive fair treatment tend to exhibit higher levels of work engagement and make greater contributions to achieving organizational goals (Cooke, 2018). In this context, organizational justice becomes a key driver of extra-role behaviors, including OCB, as employees develop a stronger sense of moral responsibility and attachment to the organization, motivating them to engage in activities beyond formal role requirements. Previous studies also confirm that effective implementation of organizational justice enhances employees' psychological well-being, which ultimately has a positive impact on performance and OCB (Changaranchola & Samantara, 2024; Rahman & Karim, 2022).

Numerous empirical studies have confirmed that organizational justice has a positive and significant effect on employees' OCB. This evidence is demonstrated by various studies, including those by (Donglong et al. 2020, Khaola and Rambe, 2020, Lutfiyanto et al., 2020, Rahman and Karim, 2022, Hamzah et al., 2020, Artajaya and Pratama, 2020), which consistently show that favorable perceptions of justice encourage employees to exhibit extra-role behaviors that benefit the organization. The findings of Jnaneswar and Ranjit (2022) further reinforce this conclusion by revealing a positive and significant relationship between organizational justice and high levels of employee OCB. In line with these results, Sujono et al. (2020) also found that organizational justice positively and significantly influences organizational citizenship

behavior, underscoring the strategic role of justice as a key determinant in the development of OCB within organizations.

The study by Sarifa et al. (2022) confirms a positive and significant relationship between organizational justice and employee engagement. This finding is supported by earlier studies demonstrating a strong correlation between organizational justice and levels of employee engagement. Study by Pratiwi and Syahrizal (2019) also found that the higher the level of justice implemented by an organization, the greater the employees' engagement. Organizational justice fosters employees' perceptions of being valued by the organization, which in turn enhances performance and engagement. Similar results were reported by Kevin and Satiningsih (2023), who showed that the two variables are positively and directly related.

Employees who are actively engaged in organizational activities tend to display work enthusiasm beyond formal obligations and a high level of commitment to their tasks. Such conditions encourage participation in behaviors reflecting OCB, as noted by Bakker and Albrecht (2018) and Geus et al. (2020). The findings of Rahman and Karim (2022), which indicate a positive relationship between work engagement and OCB dimensions, provide empirical evidence that higher levels of work engagement are associated with increased OCB. These results are consistent with studies by (Genika, 2021, and Diah et al., 2022), which show that work engagement has a positive and significant partial effect on OCB.

Several studies have examined the relationship between organizational justice and OCB, yet the findings remain inconsistent, particularly within the millennial workforce context. Some studies identify organizational justice as a key predictor of OCB (Organ, 1988; Donglong et al., 2020), whereas others report a non-significant effect (Jehanzeb, 2019). In response to these inconsistencies, this study aims to investigate the mediating role of work engagement in the relationship between organizational justice and OCB, specifically at Blue Point Bay Villas & Spa Uluwatu Bali, in order to gain a more comprehensive understanding of the factors influencing employee behavior within this organizational context.

RESEARCH METHOD

This study employed a quantitative method with a causal associative approach to analyze the magnitude of the influence of exogenous variables on endogenous variables through a mediating variable. The research design focused on testing the mediating role of work engagement in the relationship between organizational justice and organizational citizenship behavior. The research population comprised all employees of Blue Point Bay Villas & Spa Uluwatu Bali, totaling 106 individuals. A saturated sampling technique was applied, in which all members of the population were included as research respondents (Sugiyono, 2022:124).

Data were collected through interviews and surveys. The survey was conducted by distributing closed-ended questionnaires to all employees, while unstructured interviews were carried out with the General Manager and the Head of Human Resources. The interviews at the initial stage of the study aimed to obtain a preliminary overview, collect supporting information, and identify organizational phenomena occurring within the work environment. Data were collected by distributing a closed-ended questionnaire using a five-point Likert scale, ranging from strongly disagree (1) to strongly agree (5). The research instruments were developed based on validated indicators from prior studies. Work engagement was measured using dimensions and indicators adapted from Schaufeli and Bakker (2004). Organizational justice was assessed using dimensions and indicators developed by Colquitt (2001). Organizational Citizenship Behavior (OCB) was measured using indicators adopted from Habeeb (2019). The data collected were quantitative in nature and constituted primary data obtained directly from the respondents.

Data analysis was conducted using both descriptive and inferential approaches with Structural Equation Modeling–Partial Least Squares (SEM-PLS) through SmartPLS software. SEM-PLS was selected due to its suitability for small sample sizes, non-normal data distributions, and complex models involving latent and mediating variables (Hair et al., 2021). Outer model evaluation was performed to assess construct validity and reliability using factor loadings, Average Variance Extracted (AVE), and composite reliability. The inner model was evaluated using path coefficients, R^2 values, and p-values to examine the strength and significance of the relationships among variables. This study tested four research hypotheses, as described below.

H1: Organizational justice has a positive and significant effect on Organizational Citizenship Behavior.

H2: Organizational justice has a positive and significant effect on work engagement.

H3: Work engagement has a positive and significant effect on Organizational Citizenship Behavior.

H4: Work engagement mediates the effect of organizational justice on Organizational Citizenship Behavior.

RESULT AND DISCUSSION

RESULTS

The respondent profile indicates that the majority of employees are male, totaling 80 individuals (75.5%), while female respondents account for 26 individuals (24.5%). This composition suggests that Blue Point Bay Villas & Spa Uluwatu Bali predominantly employs male workers, particularly in operational positions related to service delivery and infrastructure maintenance, which generally require more intensive physical and technical activities. In terms of age characteristics, respondents are dominated by the 19–30 age group, representing 58.5%, indicating that the organization

is supported by a young workforce in their productive years with relatively high adaptability and up-to-date knowledge. Regarding educational background, respondents holding a diploma degree constitute the largest proportion (34.0%), reflecting alignment between employees' educational qualifications and the operational needs of the hospitality and villa industry. Meanwhile, based on tenure, the majority of respondents have worked for 1–5 years (56.7%), indicating that most employees are relatively new but already possess sufficient experience to understand the organization's systems and work culture.

The data analysis results in this study were obtained using the SEM-PLS method with the assistance of SEM-PLS 3 software, as illustrated in Figure 1.

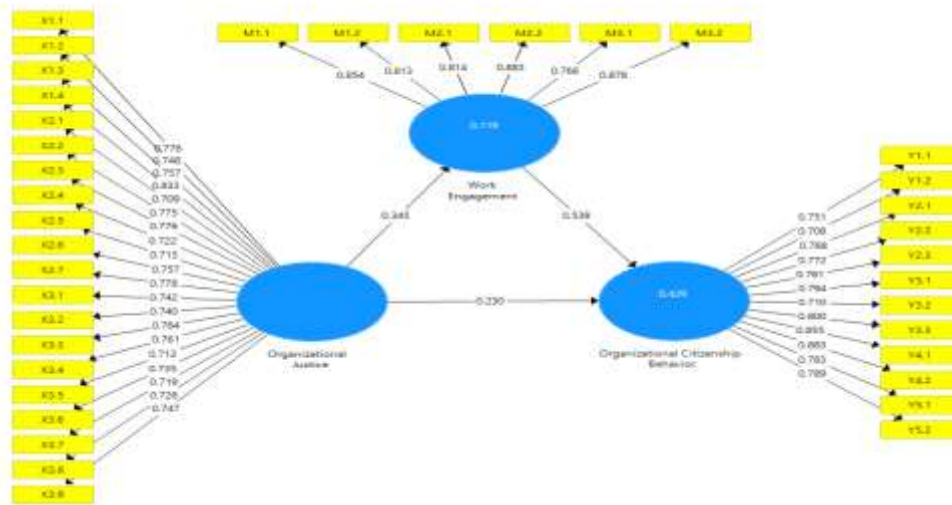


Figure 1. Full Model SEM- PLS

Furthermore, prior to interpreting the results of hypothesis testing using SEM-PLS, it is necessary to examine the fulfillment of model evaluation requirements, namely the assessment of the measurement model and the structural model. The evaluation of the measurement model (outer model) was conducted by examining the Average Variance Extracted (AVE), convergent validity, discriminant validity, and composite reliability. In addition, the evaluation of the structural model (inner model) was performed, which included the assessment of variance inflation factors (VIFs), R^2 , Q^2 , and hypothesis testing. The results of the outer model and inner model evaluations are presented in Table 1, Table 2, and Table 3, respectively.

Table 1. CA, CR, AVE, & Factors Loading

| Variables | Indicator | Code | Outer Loading | Remarks |
|--|--|-------|---------------|---------|
| Organizational Justice (X) CA = 0,960 CR = 0,963 AVE= 0,525 | Distributive justice (X ₁) | X.1.1 | 0,776 | Valid |
| | | X.1.2 | 0,748 | Valid |
| | | X.1.3 | 0,757 | Valid |
| | | X.1.4 | 0,833 | Valid |
| | Procedural justice (X ₂) | X.2.1 | 0,709 | Valid |

| Variables | Indicator | Code | Outer Loading | Remarks |
|---|---|-------|---------------|---------|
| | | X.2.2 | 0,775 | Valid |
| | | X.2.3 | 0,776 | Valid |
| | | X.2.4 | 0,722 | Valid |
| | | X.2.5 | 0,713 | Valid |
| | | X.2.6 | 0,757 | Valid |
| | | X.2.7 | 0,778 | Valid |
| | Interactional justice (X ₃) | X.3.1 | 0,742 | Valid |
| | | X.3.2 | 0,740 | Valid |
| | | X.3.3 | 0,764 | Valid |
| | | X.3.4 | 0,761 | Valid |
| | | X.3.5 | 0,712 | Valid |
| | | X.3.6 | 0,735 | Valid |
| | | X.3.7 | 0,719 | Valid |
| | | X.3.8 | 0,726 | Valid |
| | | X.3.9 | 0,747 | Valid |
| Work Engagement (Z) CA = 0,913 CR = 0,933 AVE= 0,525 | Vigor (Z ₁) | Z.1.1 | 0,854 | Valid |
| | | Z.1.2 | 0,813 | Valid |
| | Dedication (Z ₂) | Z.2.1 | 0,814 | Valid |
| | | Z.2.2 | 0,883 | Valid |
| | Absorption (Z ₃) | Z.3.1 | 0,766 | Valid |
| | | Z.3.2 | 0,878 | Valid |
| Organizational Citizenship Behavior (Y) CA = 0,943 CR = 0,950 AVE= 0,525 | Altruism (Y ₁) | Y.1.1 | 0,751 | Valid |
| | | Y.1.2 | 0,708 | Valid |
| | Conscientiousness (Y ₂) | Y.2.1 | 0,788 | Valid |
| | | Y.2.2 | 0,772 | Valid |
| | | Y.2.3 | 0,761 | Valid |
| | Civic Virtue (Y ₃) | Y.3.1 | 0,794 | Valid |
| | | Y.3.2 | 0,710 | Valid |
| | | Y.3.3 | 0,800 | Valid |
| | Sportsmanship (Y ₄) | Y.4.1 | 0,855 | Valid |
| | | Y.4.2 | 0,883 | Valid |
| | Courtesy (Y ₅) | Y.5.1 | 0,783 | Valid |
| | | Y.5.2 | 0,789 | Valid |

Sources: SEM-PLS

Based on Table 1, the evaluation of construct validity and reliability was conducted using four main indicators: Cronbach's Alpha (CA), Composite Reliability (CR), Average Variance Extracted (AVE), and factor loadings. Cronbach's Alpha was used to assess internal consistency among items within a construct, with values above 0.70 indicating satisfactory consistency in measuring the same concept. Composite Reliability, which accounts for the relative contribution of each indicator, is also considered acceptable when it exceeds the threshold of 0.70.

Furthermore, AVE was employed to evaluate convergent validity, reflecting the extent to which indicators explain construct variance. An AVE value of at least 0.60 indicates that more than half of the variance of the indicators is captured by the

construct. Factor loadings represent the contribution of each indicator to its respective construct; values above 0.70 are considered ideal, although loadings between 0.50 and 0.70 remain acceptable in exploratory research. Overall, the results indicate that the model satisfies the requirements of outer model evaluation. Subsequently, Table 2 presents the assessment of discriminant validity using the Fornell–Larcker Criterion (FLC), which requires that the square root of the AVE for each construct be greater than its correlations with other constructs. In addition, the Fornell–Larcker Criterion, R^2 , and Q^2 values were used to evaluate the quality and predictive relevance of the structural model.

Table 2 Fornell-Lacker Criterion

| | OCB | OJ | WE |
|---|-------|-------|-------|
| Organizational Citizenship Behavior (OCB) | 0.784 | | |
| Organizational Justice (OJ) | 0.416 | 0.750 | |
| Work Engagement (WE) | 0.618 | 0.345 | 0.836 |

Sources: SEM-PLS

Table 3. R-square

| | R-square | R-square Adjusted |
|-------------------------------------|----------|-------------------|
| Organizational Citizenship Behavior | 0,429 | 0,418 |
| Work Engagement | 0,119 | 0,111 |

Sources: SEM-PLS

Based on Table 3, the Organizational Citizenship Behavior (OCB) variable shows an R-square value of 0.429, indicating that 42.9% of the variance in OCB can be explained by organizational justice and work engagement, while the remaining 57.1% is influenced by other variables outside the model. Meanwhile, the work engagement variable has an R-square value of 0.119, which indicates that 11.9% of the variance in work engagement is explained by organizational justice, whereas the remaining 88.1% is affected by other factors not included in the model. Furthermore, the Q-square (Q^2) value is used to assess the predictive relevance of the model. A Q-square value less than zero indicates a lack of predictive relevance, whereas a value greater than zero suggests that the model has adequate predictive capability. The Q-square value was calculated as follows:

$$Q^2 = 1 - \{(1 - R_1^2)(1 - R_2^2)\} \quad Q^2 = 1 - \{(1 - 0.119)(1 - 0.429)\} = Q^2 = 0.4969$$

The calculated Q-square value of 0.4969 exceeds zero, indicating that the model demonstrates good predictive relevance. This result suggests that the proposed model is capable of explaining and predicting the phenomena examined in this study. Specifically, the Q-square value indicates that 49.69% of the variance in Organizational Citizenship Behavior can be explained by the variables and information contained within the research model. Furthermore, Table 4 presents the results of testing the proposed research hypotheses, as discussed below.

Table 4. Hypothesis Testing

| Variables relationship | Path coeff | T Statistics | P Values | Remarks |
|--|---------------|-----------------|----------|----------|
| Organizational Justice -> Organizational Citizenship Behavior | 0,416 | 5,973 | 0,000 | Accepted |
| Organizational Justice -> Work Engagement | 0,345 | 4,658 | 0,000 | Accepted |
| Work Engagement -> Organizational Citizenship Behavior | 0,539 | 7,002 | 0,000 | Accepted |
| Organizational Justice -> Work Engagement -> Organizational Citizenship Behavior | 0,186 | 3,606 | 0,000 | Accepted |

Sources: SEM-PLS

Based on the results of hypothesis testing in Table 4, it can be concluded that semua hipotesis yang diusulkan dapat diterima karena hasil pengujian hipotesis menghasilkan t-statistic > 1,96, yaitu di atas nilai kritis dan dengan p-values dibawah nilai 0,05 (p-values < 0,05) dengan pengujian two tile 5 %.

DISCUSSIONS

The results of this study indicate that organizational justice has a positive and significant effect on OCB. Social Exchange Theory is employed as the conceptual framework to explain the reciprocal relationship between individuals and organizations. These findings suggest that the higher the level of organizational justice perceived by employees, the stronger their tendency to demonstrate OCB. This result is consistent with the study Nina and Rojuaniah (2023), which found a positive effect of organizational justice on OCB among employees in the automotive accessories industry in the Jakarta metropolitan area.

Employees' perceptions of fairness—encompassing equitable compensation, equal treatment, and the consistent implementation of reward and punishment systems—constitute critical factors in fostering OCB. This indicates that organizations that consistently maintain and apply organizational justice are more likely to enhance employees' OCB, as employees feel valued and fairly treated. The application of organizational justice also contributes to reducing inequality in the workplace, thereby positively affecting employee performance. These findings are further supported by previous studies, including (Donglong et al., 2020, Khaola and Rambe, 2020, Lutfiyanto et al., 2020, Rahman and Karim, 2022, Hamzah et al., 2020, Artajaya and Pratama, 2020),

all of which consistently confirm that organizational justice has a positive and significant influence on Organizational Citizenship Behavior.

The findings of this study indicate that organizational justice has a positive and significant effect on work engagement. When team members perceive high-quality relationships with their leaders, they tend to be more motivated to contribute optimally to their work. These results suggest that the higher the level of organizational justice perceived by employees, the greater the level of work engagement among employees at Blue Point Bay Villas & Spa Uluwatu Bali. Leaders who are able to establish fair and positive working relationships make employees feel comfortable, valued, and able to find meaning in their work, leading them to perceive their jobs as valuable and meaningful.

Organizational justice influences work engagement because the level of employee engagement is shaped by the quality of exchange relationships between supervisors and subordinates (Shimamura et al., 2021, Aggarwal et al. 2020) also assert that employees who experience high-quality exchange relationships with their supervisors tend to exhibit higher levels of work engagement due to the emotional and psychological support that fosters enthusiasm and pride in their work. Accordingly, these findings confirm Social Exchange Theory, which explains that the quality of interpersonal relationships and social exchanges with supervisors can enhance positive work outcomes, particularly employee work engagement (Kapil & Rastogi, 2020). The findings of this study are consistent with Sarifa et al. (2022), who confirmed a positive and significant relationship between organizational justice and employee engagement. These results are further supported by earlier studies demonstrating a strong correlation between organizational justice and employee engagement, as reported by Pratiwi and Syahrizal (2019). Their study found that the higher the level of justice implemented by an organization, the stronger the employees' engagement. Organizational justice fosters employees' perceptions of being valued and cared for by the organization, which in turn enhances performance and strengthens their attachment to the organization.

The results also indicate that work engagement has a positive and significant effect on OCB, suggesting that higher levels of employee engagement are associated with a greater tendency to exhibit citizenship behaviors. The dedication dimension among employees of Blue Point Bay Villas & Spa Uluwatu Bali contributes strongly to the formation of work engagement, while sportsmanship shows a substantial influence on OCB. When employees perceive their work as valuable and meaningful, they are less likely to complain excessively or exaggerate work-related problems. These findings confirm Social Exchange Theory, which posits that individuals who are highly engaged with their organization and work are more likely to reciprocate through positive behaviors, as reflected in OCB (Sunyoto et al., 2021). These results are in line with the findings of Rahman and Karim (2022), which indicate a positive relationship between

work engagement and the dimensions of OCB, suggesting that higher levels of work engagement are associated with higher levels of OCB. Additional empirical support is provided by Genika (2021) and Diah et al. (2022), who found that work engagement has a positive and significant partial effect on Organizational Citizenship Behavior.

RESEARCH IMPLICATIONS

The findings of this study offer important practical implications for human resource management, particularly in the hospitality industry. Organizations should position organizational justice as a core foundation of HR policies, especially distributive, procedural, and interactional justice. Fair remuneration systems, consistent reward–punishment mechanisms, and equitable treatment strengthen employees’ perceptions of fairness. These perceptions enhance work engagement, reflected in employees’ sense of meaning, dedication, and emotional involvement in their work. Higher engagement subsequently stimulates OCB, such as voluntarily helping colleagues, demonstrating sportsmanship, and showing loyalty to the organization. Therefore, management is advised to develop leadership practices oriented toward fair and supportive social relationships, in line with social exchange theory, to foster a sustainable and highly competitive work environment.

CONCLUSIONS

This study concludes that organizational justice has a positive and significant effect on OCB, both directly and indirectly through work engagement. Perceived fairness—covering distributive, procedural, and interactional justice—enhances employees’ work engagement, which in turn encourages voluntary extra-role behaviors. These findings support Social Exchange Theory, suggesting that fair organizational treatment fosters positive reciprocal responses in the form of greater engagement and contribution beyond formal job requirements. Thus, organizational justice and work engagement serve as strategic mechanisms for sustaining performance and positive work behaviors. The study is limited by its cross-sectional design, focus on a single hospitality organization, and reliance on self-reported perceptions. Future research should adopt longitudinal designs, expand sectors and regions, and include variables such as leadership style, organizational culture, or psychological safety as mediators or moderators to deepen understanding of the justice, engagement, OCB relationship.

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