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Testing the Relationship between Employee Engagement and Employee Performance: The Urgency of Self Efficacy and Organizational Justice as Predictors

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ABSTRACT

The urgency of employee engagement in creating a new employee spirit aims to create a strong relationship with each employee. This relationship will also make employees focus on the achievement they want to achieve, build solid teamwork, and don't forget to express gratitude and appreciation for achievements between divisions. Employees will always think positively in doing their jobs and provide great ideas for team development and long-term company goals. This study aims to determine the relationship between employee engagement and employee performance with self-efficacy and organizational justice as predictors. The sample used in this study were workers belonging to the Millennial generation with 190 respondents using a purposive sampling approach to determine the sample. Data collection uses a questionnaire instrument which is then distributed online through social media. A structural equation modeling (SEM) approach using partial least squares (PLS) is used to test relationship between employee engagement and employee performance with self-efficacy and organizational justice as predictors. Based on the results of hypothesis testing, it is concluded that self-efficacy and organizational justice have a significant effect on employee engagement. Then, the next hypothesis test explains that self-efficacy, organizational justice, and employee engagement significantly affect employee performance.

Keywords: *Self Efficacy, Organizational Justice, Employee Engagement, Employee Performance*

1. INTRODUCTION

Companies must choose human resources who can play an active role effectively and efficiently with all activities carried out by the company [1]. Every organization has various types of resources that are integrated to meet organizational goals [2]. Among the resources owned by the company, human resources are the most vital and most important to be appreciated. Without these resources, it is difficult to combine other resources and achieve the organization's ultimate goal [3]. Job involvement is a general description of an employee's psychological state who is oriented towards the results of his performance and the general welfare of the employee [4]. In line with opinion [5] which defines

the concept of work engagement as the commitment of each employee to their organizational role. This becomes important for every organization in paying attention to the individuals who work in it. Individuals may be more engaged in their job if they are able to fully express themselves physically, intellectually, and emotionally in their work performance [6]. According to the opinion of [4] employee involvement is not solely concerned with specific goals, events, personal or behavior, but circumstances that depend on psychological conditions. Therefore, the state of self-efficacy in employees is essential in encouraging employee involvement to create creativity in the work process.

Self-efficacy is interpreted as the main element forming a person's behavior based on social cognitive theory. According to [7] Self-efficacy is a person's estimate of his or her capacity to plan and execute the activities required to accomplish particular objectives. Furthermore [8], states self-efficacy as one of the aspects in the individual that is generally related to self-durability, the ability to control oneself and achieve goals, the ability to face challenges and perseverance in facing obstacles to trigger satisfaction in the individual [9]. Self-efficacy beliefs affect how individuals behave and are a conceptual component in identifying others in various situations [10]. The lower a person's self-efficacy, the higher the pressure he feels. This affects the productivity of a worker, because it can cause workers to get sick easily, experience sleep disturbances and others [11]. Self-efficacy in a group will affect the mission and goals of the group because the strength of commitment from members significantly affects organizational performance. This is important to note because optimally managing self-efficacy will directly impact the involvement of these employees in achieving the company's vision and mission in the future . Research result [12] concluded that self-efficacy significantly affects employee engagement.

The company's involvement in implementing organizational justice contributes to encouraging employee engagement in a better direction. Organizational justice principles have long been acknowledged as the foundation for molding an employee's happiness, with the consequence that organizational operations can operate efficiently [13]. Furthermore, in the development of human resource performance, the implementation of organizational justice is needed [14]. The concept of justice is essential for understanding various individual behaviors in organizational settings [15]. In addition, according to [16], organizational justice refers to the impression of fairness in the workplace, as well as the response to that view. Organizational justice may be found in a variety of workplace processes, such as organizational activities and initiatives. Organizational justice can be defined as employees' perceptions of fairness regarding various organizational practices and activities [17]. If employees feel good organizational justice, this will spur employees to work following the procedures established by the company so that it has implications for whether or not the work is satisfied and employees' direct involvement in doing the work [18]. Research result [19], concluded that organizational justice has a significant effect on employee engagement.

The current management of employee management has become the main focus of the company to encourage competitiveness in the future [20]. Companies today have tried to pay attention to the factors that improve employee performance and employee effectiveness behavior in their work [21]. Companies are currently trying to study employee involvement in work activities

as the main fundamental to achieving optimal performance. The extent of employee involvement in today's business world is increasingly important and it has been considered one of the concerns for organizational management [22]. Existence of engaged employees today are more task oriented and devoted to their organization [23]. Therefore, employee engagement is the main idea that helps companies bring employees in their hands to encourage increased performance and focus more on achieving organizational goals [24]. Following the results of data analysis from studies conducted [25], employee engagement has a significant effect on employee performance. The higher the involvement of employees in doing work, the better for improving their performance.

Work engagement is a term that refers to a positive attitude toward dedication and participation in one's company, as well as excitement and energy. Various studies have looked at the connection between work engagement and performance, but there is relatively little research on the indirect impact of self-efficacy and organizational justice on performance when job engagement is used as a mediating variable. We believe that the role of work engagement is crucial in mediating these two variables on performance. On the other hand, this study uses the millennial generation as respondents who have the characteristics of mastering technology and can access information from various sources [26]. This will certainly impact the self-efficacy of employees in developing themselves to do work by producing high creativity. Problems regarding work engagement are problems that the management will always face. Factors that can affect work engagement will enable management to take the necessary policies to improve employee performance to match management expectations. The urgency of this study is to analyze the effect of self-efficacy and organizational justice on employee performance with work engagement as a mediating variable. Factors that can affect work engagement will enable management to take the necessary policies to improve employee performance to match management expectations. The urgency of this study is to analyze the effect of self-efficacy and organizational justice on employee performance with work engagement as a mediating variable. Factors that can affect work engagement will enable management to take the necessary policies to improve employee performance to match management expectations. The urgency of this study is to analyze the effect of self-efficacy and organizational justice on employee performance with work engagement as a mediating variable.

2. METHOD

A quantitative approach to causality is used as a research method with a theoretical model approach

assessed by PLS-SEM analysis in a two-stage process. First, the research data analyzed for validity and reliability using Cronbach's alpha testing, composite reliability, outer loading and average variance extracted. Then, perform a Confirmatory Factor Analysis analysis to check the model's fit and the reliability of the model and discuss the hypothesis through the variance-based Structural Equation Model (SEM) [27]. Determination of the number of samples using non-probability sampling with purposive sampling technique. according to [27], the number of samples can be determined from 10 times the number of indicators used in a single construct. This study uses 19 indicators from the existing constructs, so the number of samples obtained 9×10 is 190. The characteristics of the sample used are millennial employees in Indonesia. The instrument used for this study used an online questionnaire using a Likert scale. Meanwhile, for the development of hypotheses in this study, it is stated as follows:

- H1:** School self-efficacy affects employee engagement
- H2:** Organizational justice affects employee engagement
- H3:** Self-efficacy affects employee performance
- H4:** Organizational justice affects employee performance
- H5:** Employee engagement affects employee performance
- H6:** School self-efficacy affects employee performance through employee engagement as a mediator
- H7:** Organizational Justice affects employee performance through employee engagement as a mediator

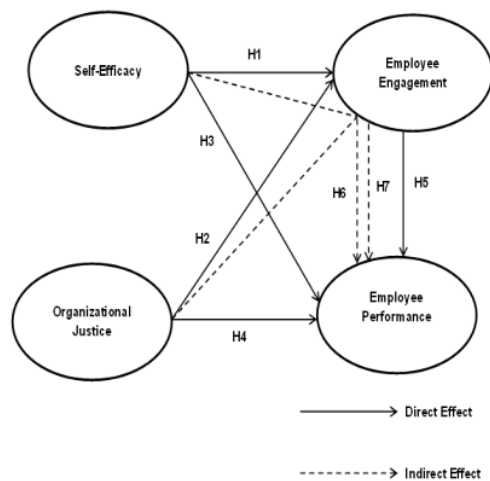


Figure 1. Research Framework Model

3. RESULTS:

Table 1. General Profile of Respondents

Category	Details	Amount	Percentage (%)
Gender	Men	112	58.95
	woman	78	41.05
Age (years)	25-30	41	21.58
	31-35	59	31.05
	36-40	90	47.37
Level of education	High School	100	52.64
	Bachelor	75	39.47
	Master	15	7.89
Length of work (years)	< 1	15	7.89
	1-5	35	18.43
	5-9	98	51.58
	> 10	42	22.10
Income level (in rupiah)	< 1 million	18	9.47
	1-5 million	92	48.42
	5-10 million	55	28.95
	> 10 million	25	13.16

Source: processed data (2021)

3.1. Outlier Model Measurement

The data from the study questionnaire, as well as management advice from, were handled using the SmartPLS version 3.2.9 application. During the measurement of the outer model, validity and reliability tests are performed. The loading factor and AVE value determine convergent validity tests, as long as the loading factor is greater than 0.7 and the AVE value is less than 0.5 [28]. Cronbach's alpha and composite reliability (CR), both of which have values greater than 0.7, are used to test the model's reliability. Table 2 will be used to explain the measurement of the outer model in the following section.

Table 2. Outer Model Measurement Results

Construct/item	Outer Loadings	Cronbach's alpha	CR	AVE
Self-Efficacy		0.803	0.872	0.632
SE1	0.751			
SE2	0.824			
SE3	0.870			
SE4	0.726			
Organizational Justice		0.860	0.917	0.790
OJ1	0.737			
OJ2	0.948			
OJ3	0.963			
Employee Engagement		0.953	0.960	0.709
EE1	0.914			
EE2	0.712			

EE3	0.920			
EE4	0.736			
EE5	0.731			
EE6	0.914			
EE7	0.868			
EE8	0.914			
EE9	0.763			
EE10	0.906			
Employee Performance		0.881	0.919	0.739
EP1	0.810			
EP2	0.836			
EP3	0.906			
EP4	0.883			

Source: processed data (2021)

In the validity test shown in table 3, the value of each loading factor and AVE on the indicators of self-efficacy, organizational justice, employee engagement, and employee performance variables is greater than 0.7 for the loading factor and greater than 0.5 for the AVE. Furthermore, the composite reliability value for each of the aforementioned dependability values is greater than 0.7 for each study variable. Furthermore, the Cronbach's alpha value for each variable is greater than 0.60, indicating that all study variables are highly reliable.

3.2. Inner Model Measurement

Using SmartPLS 3.2.8, the inner model is built by bootstrapping the study data. One of the results of bootstrapping is the significance of the two connected variables, as well as the study's R-square. The R-square number indicates how well exogenous variables may be used to create endogenous variables. R-square values are classified into three groups, according to [29]: weak, moderate, and strong. The association between exogenous factors and endogenous variables is weak if the R-square value is 0.19; moderate if the R-square value is 0.33; and large if the R-square value is 0.67. According to [30], the link between endogenous and exogenous is highly strong if the R-square value is more than 0.67.

Table 3. Calculation results of the R-Square . value

Information	R Square	R Square Adjusted
Employee Engagement	0.123	0.114
Employee Performance	0.465	0.457

Source: processed data (2021)

According to the R-square value of the first endogenous variable, employee involvement, the overall ability of exogenous variables to explain endogenous variables is modest, with a value of 0.123. The second endogenous variable, employee performance, received a value of 0.465, indicating that exogenous variables have a moderate potential to explain endogenous variables. A significance test was also performed to assess the

association between exogenous and endogenous factors in order to prove hypothesis testing. The significance criteria are revealed by the p-value. The exogenous variable has a significant impact on the endogenous variable if the p-value between the exogenous and endogenous variables is less than 0.05 at a significance level of 5%. However, if the value is more than 0.05, the exogenous variable has no effect on the formation of the endogenous variable. The following are the hypotheses testing results, which are explained in Figure 2 and Table 4 below:

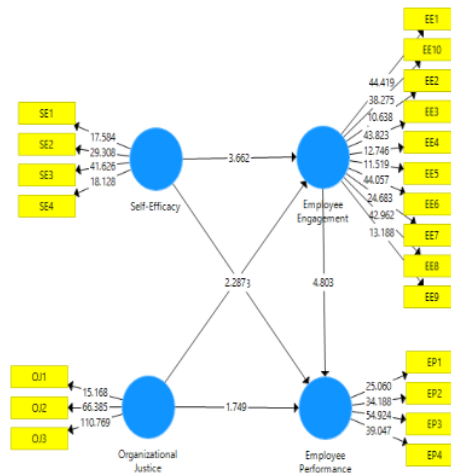


Figure 2. Inner Model Display

Table 4. Path Coefficients Test Results

Effect Between Variables	Coefficient	tcount	P-Value	Conclusion
Self-efficacy >> Employee engagement	0.207	3,662	0.001	Accepted
Organizational justice >> Employee engagement	0.181	2,287	0.023	Accepted
Self-efficacy >> Employee performance	0.515	8028	0.000	Accepted
Organizational justice >> Employee performance	0.113	1,749	0.081	Rejected
Employee engagement >> Employee performance	0.191	4,803	0.000	Accepted

Source: processed data (2021)

Based on the processed data in table 4, the test of the importance of the direct relationship between exogenous and endogenous factors may be stated as follows:

exogenous variables have a significant impact on endogenous variables. The hypothesis established to examine the direct relationship has five hypotheses, one of which has been rejected. Conclusions that lead to a substantial effect are established for the effect of self-efficacy and organizational justice on employee engagement. Furthermore, self-efficacy and employee engagement are said to have a considerable impact on employee performance. When it comes to the impact of organizational justice on employee performance, the results are inconclusive. Furthermore, a mediation test was conducted using an indirect effect technique to determine the mediating influence of employee engagement on the relationship between self-efficacy and organizational justice on employee performance, with the following explanation of the result.

Table 5. Mediation Test Results Based on Indirect Effect

Effect Between Variables	Coefficient	tcount	P-Value	Conclusion
Self-efficacy >> Employee engagement >> Employee performance	0.039	2.885	0.004	Accepted
Organizational justice >> Employee engagement >> Employee performance	0.039	1980	0.049	Accepted

Source: processed data (2021)

Based on the results of the processed data in table 5, it can be determined that the employee engagement variable mediates the relationship between self-efficacy and employee performance, as indicated by the p-value of 0.000, which is less than 0.05. Additionally, the employee engagement variable has been shown to mediate the association between organizational justice and employee performance, as indicated by a p-value of 0.049, which is less than 0.05.

4. DISCUSSION

The research results developed through the first hypothesis, show that self-efficacy has a positive and significant effect on employee engagement. These results prove that the main elements forming self-efficacy such as past performance, vicarious experience, verbal persuasion, and emotional cues are crucial in shaping a worker's characteristics. The ability of employees to manage verbal persuasion directs them to strive more persistently in achieving goals and success. In addition, this can also encourage the ability of subordinates to contribute creatively [31]. This behavior can increase employee self-efficacy. Employees who have a high level of self-efficacy tend to choose to engage in creative activities and remain motivated to generate new and innovative ideas. Individual

compatibility with jobs that require creativity skills can be realized if employees know, and abilities and are facilitated by a work environment that supports employee involvement in creating creativity when doing work [32]. The results of this study are in line with the research conducted [33], with the conclusion that the ability of self-efficacy employees well will directly encourage these employees to increase their involvement in achieving company goals.

The research results developed through the second hypothesis, show that organizational justice has a positive and significant effect on employee engagement. In keeping satisfied, committed, and loyal employees, the organization must pay attention to systems related to employee perceptions of perceived fairness [34]. In line with opinion [5], which assesses organizational fairness within a company, reflects employees' perceptions of how they receive equal treatment in their workplace. Likewise, the implementation of organizational justice is no less important for the company to pay attention to, considering that organizational justice is the main thing that underlies employee involvement and must be managed and implemented properly by the company. With the present pandemic circumstances, one of the most effective methods to adapt to the growth of human capital is to build a strong corporate organizational culture appropriate to current situations. The character of the millennial generation that easily adapts to the company environment causes them to have sufficient ability to face obstacles in the process of work involvement in the company. Therefore, the essence of organizational justice is the main foundation in encouraging higher employee engagement. The results of this study are in line with research [35], which concludes that the presence of organizational justice within the company's internal scope will have a significant impact on employee engagement.

The research results, which was developed through the third hypothesis, showed that self-efficacy had a positive and significant effect on employee performance. When employees have great confidence in their ability to control, manipulate, and impact the work environment according to their wishes and abilities, of course, this will encourage increased work engagement [36]. On the other hand, self-efficacy reflects the physical and emotional state in assessing one's abilities. Every employee with low self-efficacy will tend to interpret their stress and tension reactions as signs of vulnerability to unsatisfactory work results [37]. Then every employee who sees himself well is a person who has high self-confidence. People with high self-efficacy know their abilities and know what is needed to solve problems. Thus, every employee needs positive self-efficacy to overcome uncertainty and failure in the innovation process, which will impact the performance of his activities while carrying out his work [38]. In combination with communication skills and employee behavior, self-leadership can be effective to improve the practical work environment [39]. The results of this study are in line with research [40], which concludes

that self-efficacy has a positive and significant effect on employee performance.

The research results, which was developed through the fourth hypothesis, showed that organizational justice had a positive but not significant effect on employee performance. This is due to the instability of the performance of employees in general is influenced by internal factors of the company that are not optimal in accommodating the roles and responsibilities of line management. Reflection on organizational justice has an important role in supporting employees' performance in carrying out their work activities [41]. Regulations that are not transparent on the dimensions of distributive justice, procedural justice, and inter-sactional justice negatively impact employees' work comfort. Of course, this hinders the development of employees to be creative in carrying out work following the norms and values of work culture in the workplace. company [42]. Then, one of the causes of organizational justice not affecting employee performance is the ineffective implementation of procedural justice (procedures designed to collect accurate information to make decisions and procedures designed for all parties) that do not involve employees' representatives, which includes employees. millennials to formulate it. This situation is unfair for millennial workers because all procedures are made without considering their opinions [3]. The results of this study are not in line with the research [43], which concludes that the presence of organizational justice in the company has a significant effect on employee performance.

The research results developed through the fifth hypothesis, show that employee engagement has a positive and significant effect on employee performance. Work engagement assessment is an evaluation of the work of individuals in carrying out their duties and responsibilities and refers to a formal and structured system used to measure, assess, and influence the characteristics related to job performance. The more adequate employee engagement is provided, the higher work productivity will be and this is what drives the company's management activities to achieve organizational goals [44]. Then the availability of comfortable physical resources certainly makes employees enthusiastic to work. This will create a positive work environment and this can be started from the leader. As a boss, you must continue to maintain positive thoughts first. In addition, a fair compensation policy, adequate job training also supports the improvement of employee performance. The results of this study are in line with research [45], who stated that employee engagement is one of the key factors to improve performance. The high intensity of employee involvement will cause employees to focus more on doing work.

The research results, which were developed through the sixth and seventh hypotheses, show that self-efficacy and organizational justice have a positive and significant effect on employee performance through employee engagement as a mediator. These results

confirm that the role of employee engagement as a mediating variable is acceptable. The characteristics of millennial employees who tend to use verbal persuasion to try to be more persistent in achieving goals and success are a major part of good performance [46]. Millennial workers crave more opportunities to develop and demand to be given space to express themselves with their work freely. That means, the millennial generation is more concerned with passion than a large salary nominal. This is increasingly visible when employees can control themselves to be further involved in all the work activities [47]. In addition, equitable corporate justice in the aspect of distributive justice, procedural justice and inter-sactional justice also encourages employee involvement in the implementation of work in a better direction. Organizational justice in terms of time is also an important point for today's millennial generation. They tend to choose jobs that are more flexible in terms of working conditions and hours. So they can have more free time with friends, family, or to develop hobbies. By setting working hours that are even and fair, they will indirectly maintain and even improve their performance regularly.

5. CONCLUSION

This study suggests that from the seven hypotheses developed, there is 1 hypothesis that is rejected. For the effect of organizational justice on employee performance obtained results that are not significant. Furthermore, the other 6 hypotheses were declared accepted, namely that there was a significant influence between self-efficacy and organizational justice on employee engagement and a significant effect between self-efficacy and employee performance. The mediation test explains that employee engagement is a mediating variable between the relationship between self-efficacy and organizational justice on employee performance. The author realizes that this research still has several limitations so that it has not been able to reveal other important aspects that can affect employee engagement and employee performance. For further research, the author recommends further researchers develop variables that are suspected to be the main predictors to encourage employee engagement and employee performance to provide complete recommendations regarding the development of human resource performance, especially for millennial workers.

AUTHORS' CONTRIBUTIONS

Sofiyan, as the first authors to edit the manuscript and review the literature relevant to the research topic, **Titien Agustina and Rumiris Siahaan**, as the second and third authors who have compiled the preliminary chapter of the research and revised the article, **Sudung Simatupang**, as the fourth author who conducted data analysis and compiled research discussion, **Acai Sudirman**, as the corresponding author who sent the article, carried out the research, collected research data and revised the article.

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