Effect of Work Environment Ethics and Organizational Justice on Employment Engagement through Organizational Trust in Inspired Health Centers, Magelang Regency

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Abstract

This study aims to examine the effect of work environment ethics, organizational justice, and organizational trust on work engagement as well as examine the mediating effect of organizational trust on the relationship between work environment ethics and organizational justice on work engagement. The object of this research is a health center in Magelang Regency. The sample used in this study was 119 respondents with a total sampling technique. The analysis used is descriptive and statistical analysis using SmartPLS 3.0 software. The results of the study show that work environment ethics has a significant effect on work engagement, organizational justice and organizational trust have no significant effect on work engagement. In addition, organizational trust did not succeed in mediating the relationship between work environment ethics and organizational justice on work engagement. Suggestions for health centers to maintain and continue to improve work engagement with health workers by conducting routine behavioral audits of health workers, improving work environment facilities, and building supportive working conditions, especially health workers who work on night shifts.

INTRODUCTION

The increasingly advanced economic development in Indonesia requires organizations to continue to develop in order to be able to compete in increasingly competitive business competition. To increase the competitive advantage of an organization, of course, high organizational performance and productivity are needed (Mohanty & Choudhury, 2018). One of the important aspects that can be developed by organizations in order to increase the competitive advantage is the quality of Human Resources (HR).

To increase the competitive advantage of organizations, various studies related to HR are always developed by researchers, especially the influence of employee work engagement (WE) (Mohanty & Choudhury, 2018; Boikanyo & Heyns, 2019). From previous research it was found that employee work engagement has a positive influence on employee performance and productivity (Mohanty & Choudhury, 2018). In addition, employees who have high work engagement will be enthusiastic, enthusiastic, and able to concentrate fully on their work (Boikanyo & Heyns, 2019).

Although it has begun to be known about the importance of work engagement in the organization. The level of work engagement of Indonesian employees is 15% while the average level of work engagement of countries in Southeast Asia is 19%. This shows that Indonesia still has a level of work engagement below the average for countries in Southeast Asia. In addition, based on the results of the BPJS Employment report, data on employees who accessed the Old Age Security (JHT) in 2019 showed that more employees resigned than were fired. Based on this data, the Coordinating Secretary for the Indonesian Economy stated that as many as 285,000 emp-

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loyees were laid off and 1.3 million employees resigned in 2019.

One of the factors that influence employee work engagement is ethics in the work environment (EE). According to Mitonga-Monga & Cilliers (2015)Ethical Climate Questionnaire (ECQ when employees perceive that their work environment is capable of providing appropriate cultural values and ethical standards they are more likely to exhibit positive attitudes and behaviors, are emotionally attached and connected effectively with the organization and are less likely to leave the company. Subsequent research also found that work environment ethics had a significant effect on employee work engagement (Mitonga-Monga et al., 2016)the Ethical Corporate Virtue model (ECV. When employees feel that their work environment is in accordance with their ethical and moral standards, employees will be more comfortable and attached to their organization.

Apart from work environment ethics, another factor that influences work engagement is organizational justice (OJ). According to Agarwal (2014) The effect of organizational justice on work engagement is obtained when the organization provides fair treatment to employees, employees will repay the treatment with an increase in their work. This opinion is also supported by other studies which show that organizational justice has a positive and significant effect on work engagement (Gupta & Kumar, 2015). However, when employees perceive that the treatment given by the organization is unfair, employees will react to decisions made by the organization, decreasing motivation and work quality (Özer et al., 2017; Sarti, 2019).

Another factor that influences work engagement is organizational trust (OT). Employees who believe in their organization will have a positive influence by increasing employee commitment and engagement to their work(Yilmaz & Altinkurt, 2012). According toGülbahar (2017) individuals with high organizational trust have higher levels of engagement with their jobs. The effect of organizational trust is explained through social exchange theory where when employees feel that the organization can be trusted, they will reciprocate that trust by being more attached to the organization (Ugwu et al., 2014).

The continuous development of research related to work engagement is always followed by suggestions for further research for work engagement variables. In the previous study, it was proposed to re-examine the variable of organizational trust as a mediator between work environment ethics and work engagement (Hough et al., 2015). When employees perceive that their work environment is ethical and in accordance with moral standards, it will increase employee trust in the organization and their co-workers and will be followed by an increase in their work engagement. In addition, other studies also suggest examining the effect of mediation on the relationship between organizational justice and work engagement (Sahoo & Sahoo, 2019).

The object of this research is an inpatient health center in the northern part of Magelang Regency. Puskesmas has the most important role in increasing the level of public health, especially in the Magelang Regency area. This is because the Magelang Regency area which has 21 sub-districts only has 4 hospitals and these hospitals are only located in 2 sub-districts while 19 other sub-districts in Magelang Regency rely on puskesmas as the main health facilities in their respective regions. As a primary health facility, of course, it requires high employee engagement (health workers) so that health workers feel passionate about work, full of dedication and focus on work.

The standard ratio of health workers has not been achieved, it will cause employees to find it difficult to concentrate on their work because it is not in accordance with the standard work that should be. Reduced concentration on work will cause employees not to be absorbed in their work and will reduce the level of work attachment to employees which can lead to decreased performance, work stress, and burn out. In addition, this inappropriate ratio can cause health workers to feel that their organization is unfair because the work they receive is not up to the standard they should be. Therefore, it takes health workers with enthusiasm, dedication and high job absorption to avoid work stress, intention to change jobs, and burn out.

Apart from the incompatibility of the ratio of health workers to the population in Magelang Regency. The Puskesmas as a health facility is one of the agencies most affected by the COVID-19 pandemic. The following is data on COVID-19 cases in Magelang Regency as of September 24, 2020 which is available in Table 1.

Table 1. Total COVID-19 Cases in Magelang Regency as of September 24, 2020

Region	Death Cases	Covid Cases	Mortality Rate
Salaman	3	37	8.11%
Borobudur	3	29	10.34%
Ngluwar	2	10	20.00%
Salam	4	9	44.44%

Srumbung	1	13	7.69%
Dukun	3	21	14.29%
Sawangan	2	16	12.50%
Muntilan	6	27	22.22%
Mungkid	10	39	25.64%
Mertoyudan	4	65	6.15%
Tempuran	2	24	8.33%
Kajoran	1	19	5.26%
Kaliangkrik	1	13	7.69%
Bandongan	5	26	19.23%
Candimulyo	0	20	0.00%
Pakis	0	12	0.00%
Ngablak	1	9	11.11%
Grabag	6	36	16.67%
Tegalrejo	3	26	11.54%
Secang	4	66	6.06%
Windusari	1	12	8.33%
Kab. Magelang	62	529	11.72%
Global	31.425.029	967.164	3.08%
Indonesia	252.928	5.049	3.89%

Based on table 1, it is known that the death ratio due to the COVID-19 pandemic in Magelang Regency is higher than the Indonesian and Global mortality ratio where Indonesia is 3.89% and Global is 3.08% while in Magelang Regency it is 11.72% where 3 times higher than the global death rate. This certainly affects the organizational environment, especially health facilities such as Puskesmas where health workers have to deal with the pandemic.

The high ratio of deaths due to the COVID-19 pandemic has led to changes in organizational environmental conditions where there is an increase in psychological pressure for health workers such as fear, suspicion, and insecurity while in their work environment. The unfavorable environmental conditions will cause a decrease in work engagement (Mohd et al., 2016). In addition to a decrease in the level of work engagement, environmental changes that cause an increase in the risk of the work of health workers will also reduce the ethical behavior of health workers where when making decisions that have dangerous risks, they will tend to make non-ethical decisions (Tannert et al., 2007).

In addition, based on Table 1, the sub-district with the most cases is Secang District in the northern part of Magelang Regency with a total of 70 cases out of a total of 529 cases. As the sub-district with the highest number of confirmed cases in Magelang Regency, this study focuses on health workers from puskesmas with inpatient facilities located in the northern part of Magelang Regency which includes Windusari, Secang, Grabag, Pakis, Kaliangkrik, Bandongan, Kajoran, and Tegalrejo sub-districts with outpatient health centers. The inpatient unit used as the research site consisted of the Grabag 1, Pakis, and Windusari Health Centers. The employees of the puskesmas as the sample studied in this study were health workers (tenakes) consisting of doctors, nurses, midwives, health analysts, radiographers, electromedics, nutrition, health promotion, environmental health, and medical records.

The purpose of this study is to examine the effect of work environment ethics, organizational justice, and organizational trust on work engagement as well as examine the mediating effect of organizational trust on the relationship between work environment ethics and organizational justice on work engagement. The research novelty is elaborate organizational context in Coronavirus Pandemic.

Hypotheses Development
The Influence of Work Environment Ethics on Organizational Trust

Lamsa and Pucetaite (2006) assume that when work ethic in a society is low, organizational trust will also be low, and in the case of high work ethic, organizational trust will also be higher. When employees feel the risk of negative and incorrect behavior in the work environment is low, employees will increase their trust in the organization. Another opinion by Rossouw (2002) also states that ethical behavior in cooperation can have a significant effect on the level of trust in the organization.

Although several theoretical approaches related to the influence of work environment ethics and organizational trust have been carried out (Rossouw, 2002; Lamsa & Pucetaite, 2006) but empirical research related to the relationship of these variables has not been widely studied (Hough et al., 2015). In research from Hough et al., (2015) it was found that work environment ethics has a positive and significant influence where employees' views on ethical and unethical behavior in the work environment affect the employee's trust. Based on theoretical and empirical studies related to the influence of work environment ethics and organizational trust above, it can be concluded that an organization that pro-

vides a work environment that is in accordance with norms and ethics will give employees reciprocity by trusting the organization.

H1: Work environment ethics have a significant effect on organizational trust

The Effect of Organizational Justice on Organizational Trust

Employees' perceptions of organizational justice are arguably one of the most important determinants of their attitudes and behavior towards an organization (Yilmaz & Altinkurt, 2012). Based on research from Yilmaz and Altinkurt (2012), organizational justice has a positive influence on employee behavior, especially on organizational trust. Organizational justice increases employee trust in co-workers and trust in stakeholders in the organization (Yilmaz & Altinkurt, 2012). In addition, other studies also show that organizational justice which consists of procedural justice, distributive justice, and procedural justice has an influence on organizational trust (Wong et al., 2006).

Research conducted by Agarwal (2014) states that when employees realize that their organization has been able to fulfill the promised policies, it will generate organizational trust. According to (Chen et al., 2015) the three indicators of organizational justice have a positive influence on organizational trust where the highest influence is obtained from interactional justice. Thus, it can be concluded that when the organization provides fair treatment to employees, the employee will give feedback in the form of trust in the organization.

H2: Organizational Justice has a significant effect on organizational trust

The Influence of Work Environment Ethics on Work Engagement

Employees who perceive their work environment as capable of providing appropriate cultural values and ethical standards will be more likely to exhibit positive attitudes and behaviors, be emotionally attached and connect effectively with the organization (Mitonga-Monga & Cilliers, 2015). In the study it was found that if the organization provides an environment in accordance with the culture, morals and ethical standards of employees, it will increase employee engagement. Further research related to ethics in the work environment also shows that work environment ethics has a positive influence on work engagement (Mitonga-Monga et al., 2016).

Other research related to ethics in organizations such as a leader who manages his employees or subordinates by prioritizing moral ethics

will increase employee work engagement. This research shows that the ethical behavior of organizational members can affect the work engagement of employees regarding how they communicate and treat each other. Based on several previous studies, it can be concluded that work environment ethics has a significant influence on work engagement.

H3: Environmental ethics have a significant effect on work engagement

The Effect of Organizational Justice on Work Engagement

Based on research from Sarti (2019), the dimensions of organizational justice have a positive and significant effect on work engagement. This opinion is supported by previous research which shows that organizational justice has a positive and significant effect on work engagement (Gupta & Kumar, 2015). According to Agarwal (2014) when organizations provide fair treatment to their employees, these employees will give back with work engagement. When employees perceive their organization to be unfair such as the distribution of rewards that are not appropriate, discriminating individuals based on race, ethnicity and others will lead to a decrease in employee motivation and a decrease in the level of employee engagement (Özer et al., 2017).

Organizational justice will make employees feel they have an obligation to be fair to the organization by carrying out their roles and contributing more through work engagement. In a study conducted by Sari and Husna (2019) regarding the effect of organizational justice on work engagement, it shows that organizational justice has a positive and significant effect on work engagement. Based on previous studies, it can be concluded that organizational justice has a positive influence on work engagement.

H4: Organizational Justice has a significant effect on work engagement

The Effect of Organizational Trust on Work Engagement

Employee trust in the organization can affect employee performance positively by increasing the level of employee commitment and work engagement. Based on social exchange theory, when employees feel that the organization can be trusted, employees return the trust they have gained by increasing work engagement. Previous research related to organizational trust also shows that individuals with high organizational trust will have high work engagement and conversely individuals with low organizational trust will

have low work engagement (Gülbahar, 2017).

According to Agarwal (2014) when employees believe in the organization, employees will be able to focus their energy and commitment to work. Other research that has shown that organizational trust has a positive influence is by (Sari & Husna, 2019). Although several previous studies have shown that organizational trust has a significant influence, Organizational trust had no significant effect on work engagement. Thus, organizational trust has a positive influence on work engagement, with employees trusting the organization they will be willing to give their energy, time, and commitment to the organization.
H5: Organizational trust has a significant effect on work engagement

The Influence of Work Environment Ethics on Work Engagement by Mediated Organizational Trust

Work environment ethics is an antecedent of organizational trust (Hough et al., 2015). Some researchers argue that when organizations apply principles that are in accordance with ethics and morals, in their environment it will increase employee confidence in their organization (Rossouw, 2002). The result of increasing employee trust in the organization will make employees give back by increasing their work engagement (Agarwal, 2014; Hough et al., 2015). From this opinion, the influence of work environment ethics on work engagement can be through the variable of organizational trust.

Research conducted by Hough et al. (2015) found that ethics in the work environment did not directly affect work engagement but through mediation of organizational trust. From the study it was also found that organizational trust fully mediates the relationship of work environment ethics with work engagement.
H6: Work environment ethics have a significant effect on work engagement through organizational trust

The Effect of Organizational Justice on Job Engagement by Mediated Organizational Trust

Previous research related to organizational justice and work engagement suggested adding an organizational trust variable to the relationship (Gupta & Kumar, 2015). When employees perceive that their organization has fulfilled the promised policies, employees will assume that the organization can be trusted (Agarwal, 2014). The increase in organizational trust caused by organizational justice will have an influence on

work engagement where when employees feel the organization can be trusted, they will give time, and commitment to the organization (Agarwal, 2014).

In a study conducted by Gupta and Kumar (2015) found that organizational trust partially mediates the relationship of organizational justice and work engagement. In this study, it was found that organizational justice and cooperative engagement have an effect on work engagement. Another study conducted by Agarwal (2014) also shows that organizational trust mediates the relationship of organizational justice and work engagement.
H7: Organizational justice has a significant effect on work engagement through organizational trust.

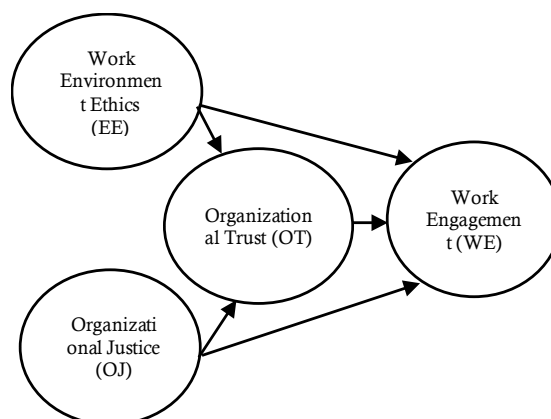Based on the description above, a research model can be described in Figure 1.

Figure 1. Research Model

METHOD

This study examines work engagement with health workers at the Grabag I, Pakis, and Windusari Health Centers. The sample used in this study were 132 respondents with a total sampling technique. Of the 132 questionnaires distributed, 9 questionnaires did not return and 4 questionnaires were damaged.

The data in this study were tested using SEM analysis. The instrument was tested with validity and reliability tests with composite reliability values 0.70 and Cronbach's Alpha 0.70. Hypothesis testing was carried out using the original sample value and t-statistics through SmartPIS 3.0.

The work environment ethic variable in this study was measured using 8 indicators from (Captain, 2008), organizational justice is measured using 3 indicators (Cropanzano et

al., 2007; Sari & Husna, 2019), Organizational trust is measured using 3 indicators of (Rawlins, 2006), and work engagement was measured using 3 indicators (Schaufeli et al., 2006).
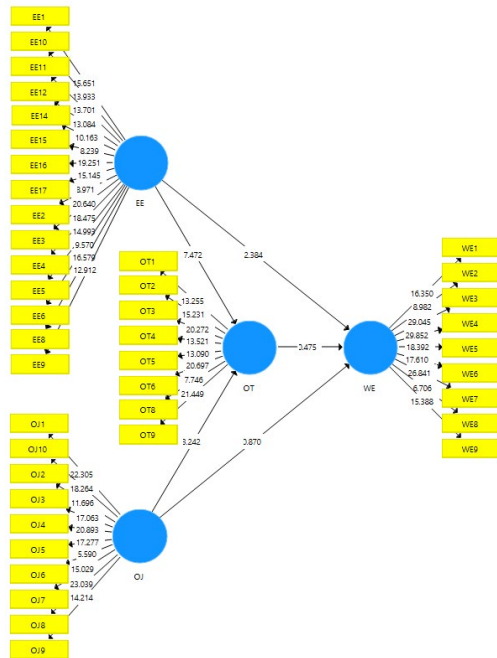
RESULTS AND DISCUSSION

Figure 2. PLS test results

Direct Influence

Table 2. Direct Effect Test Results

	Original Sample	T Statistics	P Values
EE→OT	0.614	7.400	0.000
EE→WE	0.502	2.523	0.006
OJ→OT	0.298	3.146	0.001
OJ→WE	0.140	0.926	0.178
OT→WE	0.074	0.518	0.302

The direct influence hypotheses of the variable is used to test the effect of the independent variable on the dependent variable. The results of the SmartPLS output on the direct influence analysis can be seen in table 2. Based on table 2, it can be concluded as follows:

The Influence of Work Environment Ethics on Organizational Trust

Work environment ethics (EE) has a positive influence on organizational trust (OT), with

an original sample value of 0.614 and a t-statistic of 7.400 > 1.658 (0.000 < 0.050), it can be interpreted that the better the perception of health workers on ethics in the work environment, the better will increase trust in the organization. Based on these results, it can be concluded that H1: Work environment ethics has a significant influence on organizational trust received.

The significant influence of work environment ethics on organizational trust is supported by theoretical opinion by Lamsa and Pucetaite (2006) where when employees assume that when the work ethic in a society is low, organizational trust will be low, and conversely when the work ethic is high, organizational trust will also be higher. In addition, the results of research by Rossouw (2002) also stated that ethical behavior in cooperation can have a significant effect on the level of organizational trust.

The Influence of Work Environment Ethics on Work Engagement

Work environment ethics (EE) has a positive and significant effect on work engagement (WE) where the value of the Original sample is 0.502 and the t-statistic is 2.523 > 1.658 (0.006 < 0.050). From this value, it can be interpreted that the better the perception of health workers on ethics in the work environment, the higher the work engagement of health workers, H3: ethics in the work environment has a significant effect on accepted work engagement.

The significant effect of work environment ethics on work engagement is in accordance with the results of previous studies. Previous research found that employees who perceive their work environment to be capable of providing appropriate cultural values and ethical standards will tend to exhibit positive attitudes and behaviors, be emotionally attached and connect effectively with the organization (Mitonga-Monga et al., 2016; Mitonga-Monga & Cilliers, 2015) Ethical Climate Questionnaire (ECQ).

The Effect of Organizational Justice on Organizational Trust

Organizational justice (OJ) has a positive effect on organizational trust (OT). The original sample value of 0.298 and the t-statistic of 3.146 > 1.658 (0.001 < 0.050) can be interpreted that the higher the assessment of health workers on fairness in the organization, the higher the trust of health workers in the organization. Thus H2: organizational justice has a significant effect on organizational trust received.

The significant effect of organizational

justice on organizational trust is also supported by previous studies (Agarwal, 2014; Chen et al., 2015; Wong et al., 2006) it was found that simply increasing the salary is not the best method to resolve the problem of lacking nursing staff; it is necessary to focus on the impact of non-monetary factors. The delicate relationship between organizational justice, organizational trust, organizational identification, and organizational commitment requires investigation and clarification from more studies if application in nursing practice is to be expected. Therefore, this study was to investigate how the organizational justice perception could affect nurses' organizational trust and organizational identification, and whether the organizational trust and organizational identification could encourage nurses to willingly remain in their jobs and commit themselves to the hospitals. Methods: A cross-sectional design was used. Questionnaires were distributed in 2013 to a convenience sample of 400 registered nurses in one teaching hospital in Taiwan: 392 were retrieved. Of these, 386 questionnaires were valid, which was a 96.5 % response rate. The SPSS 17.0 and Amos 17.0 (structural equation modelingwhich states that organizational justice which includes distributive justice, procedural justice, and interactional justice has a positive effect on employee trust in the organization because when employees feel they have been treated fairly, it will give feedback in the form of trust in the organization.

The Effect of Organizational Justice on Work Engagement

Organizational justice (OJ) has a positive effect on work engagement (WE) where the value of the original sample is 0.140 but not significant because the value of the t-statistic is $0.926 < 1.658$ $(0.178 > 0.050)$. These results can be interpreted that the better the perception of health workers on organizational justice will not necessarily increase the work engagement of health workers. Based on these results, it can be concluded H4: Organizational justice has a significant effect on work engagement is rejected.

The insignificant effect of organizational justice on work engagement because puskesmas as a state-owned upt causes regulations related to compensation, schedules, workload, and career paths of health workers to be regulated by the government. Due to several rules which are included in the indicators of distributive justice such as time and compensation are regulated by the government resulting in equal treatment and at the level of position or class of each health worker. The same treatment resulted in the absence of comparisons related to procedural justice so that it did not significantly affect the engagement of health workers.

In addition, based on previous research, it was found that procedural justice has no significant effect on work engagement (Alvi & Abbasi, 2012). With 2 out of 3 indicators having no significant effect, the overall effect of organizational justice is not too high on work engagement. Although organizational justice can affect the engagement of health workers, the increase received is only 0.140 or 14%.

The Effect of Organizational Trust on Work Engagement

Organizational trust (OT) has a positive effect on work engagement (WE) but is not significant where the increase in trust in the organization by health workers will not necessarily increase work engagement of health workers. This is assessed from the original sample 0.074 and t-statistic $0.518 < 1.658$ $(0.302 > 0.050)$. Thus, H5: organizational trust has a significant effect on work engagement is rejected.

The insignificant effect of organizational trust on work engagement is because some health workers, namely village midwives, spend more of their working hours in the village where they are placed. The village midwives who are not placed in the organizational environment cause the effect generated by organizational trust on their work engagement is not significant because there are not many perceptions and interactions of village midwives on the competence, integrity, and goodwill of the organization.

The difference with the results from previous studies that produce a significant effect on the relationship because the object of the study is an employee who works full time in an organizational environment such as teachers, factory employees, banking (Agarwal, 2014; Gupta & Kumar, 2015; Ugwu et al., 2014). Thus it can be concluded that the influence of organizational trust on work engagement is not always significant where there are other factors that influence the relationship.

Indirect Influence

Table 3. Indirect Effects Test Results

	T Statistics	P Values
EE→OT→WE	0.511	0.305
OJ→OT→WE	0.478	0.316

The hypothesis of the indirect effect of variables is used to examine the mediating effect of the organizational trust variable on the effect of the dependent variable and the independent variable. The results of the SmartPLS output on the indirect effect analysis can be seen in table 3. Based on Table 3, it can be concluded as follows:

The Influence of Work Environment Ethics on Work Engagement through Organizational Trust

The mediating effect of organizational trust(OT) on the relationship between work environment ethics (EE) and work engagement (WE) is not significant. This can be seen from the t-statistic value of 0.511 < 1.658 (0.305 > 0.050) which can be interpreted that organizational trust does not succeed in mediating the effect of work environment ethics on work engagement. Thus, H6: work environment ethics has a significant effect on work engagement through organizational trust is rejected.

The mediating effect of organizational trust was unsuccessful on the relationship between work environment ethics and work engagement because in this study the effect of organizational trust on work engagement was not significant. This shows that the ethics of the work environmentja has a direct influence on job engagement without going through an increase in organizational trust.

Effect of Organizational Justice on Employment Engagement through Organizational Trust

The mediating effect of organizational trust (OT) on the relationship between organizational justice (OJ) and work engagement (WE) is not significant. This can be seen from the t-statistic value of 0.478 < 1.658 (0.316 > 0.050) which can be interpreted that organizational trust does not succeed in mediating the relationship of organizational justice and work engagement. Thus, H7: organizational justice has a significant effect on work engagement through organizational trust is rejected.

Unsuccessful mediation of organizational trust on the effect of organizational justice on work engagement because the effect of organizational trust is not significant on health worker employment engagement. Health workers' perceptions of organizational justice have a significant effect on organizational trust but the level of organizational trust does not significantly affect work engagement so that organizational trust does not mediate the relationship of organizational justice and work engagement.

CONCLUSIONS AND RECOMMENDATIONS

The conclusion of this study is that work environment ethics has a significant effect on organizational trust and work engagement. In addition, it was also found that organizational justice has a significant effect on organizational trust. However, organizational justice and organizational trust have no significant effect on the engagement of health workers. Organizational trust did not succeed in mediating the relationship on the effect of work environment ethics and organizational justice on work engagement.

Suggestions for further research are expected to be able to conduct research on different objects but still have one linkage to government health services so that research results can be generalized. The findings in this study still indicate that research related to variables that affect work engagement, especially the influence of organizational trust is still lacking, so it is hoped that further research can increase literacy related to the effect of organizational trust on work engagement.

The suggestion for the puskesmas is to maintain and improve the work engagement of health workers, especially during the COVID-19 pandemic. Increased work engagement can be improved by opening a complaint room for health workers, where health workers can report behavior that is not in accordance with the norms and ethics of other health workers. In addition, it can also be done by checking or periodic audits on the behavior of health workers. Other support can be in the form of improving facilities to support the activities of health workers such as making pantri facilities at the puskesmas so that it will increase the nutritional intake and comfort of health workers, especially those who work on night shifts.

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