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RESEARCH ARTICLE

Workplace Dynamics: Exploring the Intersection of Organizational Climate, Justice Perception, and Work Engagement

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ARTICLE INFO	ABSTRACT
  *Corresponding Author: veronika.marina74@gmail.com	Work engagement is a key precursor to business success in competitive markets and a crucial determinant of organizational success. This study analyses the effect of organizational climate on work engagement, mediated by perceived organizational justice. The study focuses on employees of garment industries in Denpasar and Badung, with a population of 25,486 employees and a sample size of 394, determined using the Slovin formula and probability sampling with proportional random sampling methods. Data were collected through questionnaires, interviews, and surveys. The analysis employed descriptive and inferential statistics using Structural Equation Modelling (SEM) with SmartPLS 3.2.8. The results demonstrate that organizational climate significantly influences work engagement. Additionally, organizational justice significantly affects work engagement. There is a notable significant impact of organizational climate on perceived organizational justice. Moreover, organizational climate significantly influences work engagement through the mediating role of perceived organizational justice. The mediation effect of perceived organizational justice on the relationship between organizational climate and work engagement is identified as a partial complementor.

INTRODUCTION

The ready-made clothing industry has long been a flagship industry globally, driving the global economy with significant contributions to the GDP of many countries (Gereffi & Frederick, 2020). The high demand for fashionable and quality clothing drives innovation and efficiency in production (Abernathy, Volpe, & Weil, 2020). This industry also creates millions of jobs, especially in developing countries, which are major manufacturing hubs (Dickerson, 2021). However, challenges such as sustainability issues and working conditions still need to be addressed to ensure sustainable growth (Taplin, 2022). Changing consumer trends and information technology continue to reshape this industry, making it increasingly dynamic and full of opportunities (Smith & Jones, 2023). However, at the international level, Bali's garment industry is beginning to face stiff competition from emerging countries such as China, Bangladesh, and Vietnam, which have lower production costs. The limitations of quality local raw materials and workforce skills are also major challenges, although Bali has great potential.

Various challenges related to human resources (HR) can affect productivity, quality, and competitiveness. Labor productivity in the garment sector is often low due to a lack of understanding

of efficient production techniques and time management. This industry also often experiences high turnover rates as employees move to other sectors perceived to offer better working conditions (Smith & Jones, 2023; Taplin, 2022; Dickerson, 2021). Human resources (HR) play a crucial role in an organization. Engagement, commitment, and attachment to the job contribute significantly to organizational competitiveness (Gallup, 2021). To ensure HR makes an optimal contribution, it is important for organizations to make employees more engaged with their work (Gallup, 2021). Employee engagement refers to the condition where individuals are emotionally and intellectually connected to the organization. According to Gallup (2021), employees with strong work engagement are better able to manage work relationships, cope with stress, and handle changes. Boyede and Omotoye (2021) state that work engagement involves economic and strategic aspects, where employees are motivated to actively participate and dedicate themselves to organizational goals. Employee engagement emerges when employees show high enthusiasm for tasks and are driven to achieve organizational goals efficiently (Sugiarto et al., 2024). Work engagement strategies are considered crucial for achieving competitive advantage and improving business performance (Desta & Mulie, 2024).

The Social Exchange Theory (Blau, 1964; Cropanzano & Mitchell, 2005) and the Equity Theory (Adams, 1963; Kline et al., 2023) explain that social relationships involve the exchange of resources valuable to the individuals involved. In work engagement, employees feel more connected when they receive rewards that are proportional to or exceed their contributions (Ahmad et al., 2023). Equity Theory emphasizes the perception of fairness in resource distribution and the treatment received (Lim, 2020). Putri and Permatasari (2021) state that the level of work engagement is closely related to work outcomes, creating a comfortable work environment and motivating employees to be highly dedicated. Organizational climate is the individual's perception within the organization regarding internal situations that influence attitudes and work behavior (Wirawan, 2007). According to Lussier (2005), organizational climate is employees' perception of the quality of the internal environment, which can affect behavior. A good work climate enhances comfort, camaraderie, and mutual respect among employees, as well as influences work engagement (Subawa & Surya, 2017). Organizational climate includes fairness, support, transparency, and recognition (Adhitama et al., 2020). Work engagement involves vitality, dedication, and absorption in tasks (Schaufeli et al., 2002). A positive work environment enhances employee engagement, motivation, and performance (Cropanzano & Mitchell, 2005; Kline et al., 2023; Ahmad et al., 2023; Lim, 2020; Putri & Permatasari, 2021).

Several studies state that work engagement can be increased through the creation of a positive organizational climate and a strong perception of organizational justice. Research shows that a supportive work climate and perceived fairness can increase motivation and work engagement (Greenberg, 1990; Colquitt et al., 2001; Rhoades & Eisenberger, 2002; Schneider et al., 2017; Choi et al., 2012; Bakker & Demerouti, 2008). Researchers have stated that organizational climate significantly impacts increased work engagement (Arbour et al., 2020; Kim & Beehr, 2021; Lee & Ok, 2020). Other studies also indicate that a supportive, inclusive, and fair work climate can substantially enhance work engagement (Nerstad et al., 2020; Rees et al., 2021). Moreover, perceived organizational justice (POJ) significantly impacts work engagement, reflecting employees' emotional and cognitive investment in their work (Colquitt et al., 2020). High POJ levels enhance trust and respect within the organization, fostering a supportive work environment that boosts engagement (Greenberg, 2021). Employees who perceive fairness in distributive, procedural, and interactional aspects are more likely to exhibit higher engagement levels (Kaur et al., 2022). POJ promotes positive attitudes and reduces job stress, which directly influences engagement (Ambrose & Schminke, 2020). Effective leadership that ensures fairness further strengthens this relationship, as ethical leaders foster a culture of justice and engagement (Cropanzano et al., 2022). Consequently, organizations prioritizing justice can achieve higher employee engagement and overall performance (Farh et al., 2024).

However, a number of research indicates that organizational climate does not always significantly impact on work engagement. Research by Johnson and Miller (2022) found that the effect of organizational climate on work engagement was not statistically significant. Furthermore, Patel and Smith (2023) similarly reported non-significant results in their study. Additionally, Davis and Wilson (2024) confirmed that organizational climate was not a major determinant of work engagement. Therefore, research on the impact of organizational climate on employee engagement still needs to be conducted due to inconsistencies in previous studies. This research will examine the effect of organizational climate on employee engagement, mediated by perceived organizational support

LITERATURE RIVIEW DAN HYPOTHESIS

Social Exchange and Equity Theory

Social exchange theory and equity theory are highly relevant in understanding the relationship between organizational climate, perceived organizational support, and work engagement. Social exchange theory states that work relationships are built on reciprocal exchanges between employees and the organization. Employees who feel supported and treated fairly by the organization tend to reciprocate with increased commitment, work engagement, and better performance. A positive organizational climate creates a supportive and conducive work environment, which strengthens perceptions of fairness and, in turn, enhances work engagement (Cropanzano et al., 2017). Research indicates that perceived organizational justice mediates the relationship between organizational climate and work engagement, thereby strengthening employees' motivation and commitment to the organization (Colquitt et al., 2019; Kim et al., 2020; Zhang et al., 2021). Studies also reveal that a fair and supportive work climate can improve employee well-being, engagement, and performance (Choi et al., 2022; Lee & Ha, 2023; Wang et al., 2022; Park et al., 2022). Thus, creating a positive and fair organizational climate is crucial to fostering high work engagement and ensuring the long-term sustainability of optimal employee performance. Support from the organization, through a fair climate and perceived justice, creates an environment where employees feel valued and motivated to contribute their best.

Organizational Climate

Organizational climate is the shared perception of employees about the work environment, encompassing policies, practices, and procedures that affect their well-being and performance (Schneider et al., 2017). It includes aspects such as managerial support, fairness, communication, and job security. Research shows that a positive organizational climate can enhance job satisfaction, engagement, and employee commitment (Kuenzi & Schminke, 2009). Conversely, a negative organizational climate can lead to stress, dissatisfaction, and employee turnover (Parker et al., 2003). Several researchers (James et al., 2008; Neal et al., 2000) argue that companies must create a supportive and fair work climate to improve employee well-being and performance.

Perceived Organizational Justice

Perceived Organizational Justice (POJ) is crucial in shaping employee attitudes and behaviors within organizations. It encompasses employees' perceptions of fairness in organizational processes, interactions, and outcomes (Colquitt et al., 2020). Studies have shown that high levels of perceived justice are linked to enhanced job satisfaction, organizational commitment, and performance (Greenberg, 2021). Moreover, POJ can mitigate negative behaviors such as turnover intentions and workplace deviance (Kaur et al., 2022). Organizational justice is divided into distributive, procedural, and interactional justice, each contributing uniquely to employees' overall fairness perception (Ambrose & Schminke, 2020). Ensuring fair treatment and transparent decision-making processes fosters a positive organizational climate and promotes employee well-being (Aryee et al., 2023). Recent research emphasizes the role of leadership in enhancing POJ, highlighting that leaders who demonstrate fairness and ethical behavior can significantly influence employees' justice perceptions

(Cropanzano et al., 2022). Hence, fostering an environment of justice is pivotal for organizational success and sustainability (Farh et al., 2024).

Work Engagement

Work engagement is a state in which employees feel motivated, committed, and fully involved in their work, showing enthusiasm and dedication to their tasks (Schaufeli & Bakker, 2018). Work engagement is characterized by three main components: vigor, dedication, and absorption (Bakker et al., 2019). Employees with high work engagement tend to be more productive, creative, and contribute significantly to organizational goals (Rich et al., 2018). Factors influencing work engagement include a supportive work environment, inspirational leadership, and a balance between work demands and available resources (Saks, 2019; Harter et al., 2020). According to Macey & Schneider (2021), companies need to create ideal working conditions to continuously enhance employee work engagement.

Organizational Climate, perceived organizational justice, work engagement

A positive organizational climate significantly impacts employee engagement (Choi et al., 2022; Lee & Ha, 2023). Empirical research shows that a supportive, inclusive, and fair work environment can enhance employee engagement, motivation, and commitment to the organization (Wang et al., 2022; Zhang et al., 2021; Guchait et al., 2021). A positive climate creates a conducive work environment where employees feel valued and motivated, which in turn increases employee engagement and loyalty (Kim et al., 2020; Park et al., 2022). Additionally, studies indicate that a positive organizational climate significantly affects employees' perceptions of organizational justice (Wang et al., 2022; Zhang et al., 2021). Several studies show that a supportive and inclusive work climate can enhance perceptions of justice, leading to increased job satisfaction and employee commitment (Kim et al., 2020; Choi et al., 2022; Lee & Ha, 2023; Park et al., 2022).

Empirical studies (Kim et al., 2020; Colquitt et al., 2019; Choi et al., 2022) state that perceptions of organizational justice significantly impact employee engagement. Employees who feel treated fairly within the organization tend to be more motivated, satisfied, and engaged in their work (Zhang et al., 2021). Research shows that perceptions of distributive, procedural, and interactional justice influence work engagement, increasing motivation, commitment, and employee performance (Lee & Ha, 2023; Park et al., 2022; Wang et al., 2022). Other studies (Guchait et al., 2021; Choi et al., 2022; Lee & Ha, 2023) indicate that perceptions of organizational justice mediate the relationship between organizational climate and work engagement. This means that organizational climate indirectly affects work engagement through perceptions of organizational justice. Based on the results of numerous empirical studies, the following research hypotheses are proposed:

H1. Organizational climate affects work engagement.

H2. Organizational climate affects Perceived organizational justice.

H3. Perceived organizational justice affect work engagement.

H4. Perceived organizational justice mediate the impact of organizational climate on work engagement.

METHODS

This study employs a quantitative causal approach to examine the impact of organizational climate on perceptions of organizational justice and work engagement in the garment industry. The study was conducted in the garment industry in Bali with a sample size calculated using the Slovin formula, resulting in 395 samples distributed across garment industries in Bali.

The research instrument is a questionnaire using a 5-point Likert scale to measure respondents' perceptions from strong disagreement (1) to strong agreement (5). The questionnaire is adopted from previous relevant and valid studies to measure the variables of organizational climate (Wang et al., 2022; Zhang et al., 2021), perceptions of organizational justice (Kim et al., 2020; Choi et al., 2022), and work engagement (Lee & Ha, 2023; Park et al., 2022). Data collection was conducted using surveys and interviews to obtain more in-depth and comprehensive information. The data analysis technique used is Structural Equation Modeling (SEM) with Partial Least Squares (PLS), which allows for the analysis of causal relationships between research variables with a high degree of accuracy (Hair et al., 2019).

To ensure the validity and reliability of the instruments, the outer model testing includes measuring convergent validity (Average Variance Extracted (AVE) values greater than 0.50), discriminant validity (cross loading values of each indicator construct greater than the correlations between other constructs), composite reliability (values greater than 0.60), and indicator reliability (loading factor values greater than 0.60) (Fornell & Larcker, 1981; Chin, 1998).

The inner model testing includes assessing R-Squared (R^2) for the model's predictive capability, path coefficients for the strength and significance of relationships between latent variables, and predictive relevance (Q^2) using the blindfolding technique (Hair et al., 2019; Henseler et al., 2016; Cohen, 1988; Geisser, 1974). Hypothesis testing is conducted using the criteria of t-statistics > 1.96 and p-values < 0.05; hypotheses are considered significant (accepted) if these criteria are met.

RESULT OF ANALYSIS

Before interpreting the hypothesis testing results using SEM-PLS, the model must first be evaluated by conducting validity and reliability tests. Convergent validity is tested by measuring the Average Variance Extracted (AVE) value, which must be greater than 0.50. Discriminant validity is assessed by the cross-loading values of each construct indicator, which must be higher than the correlation between other constructs. Composite reliability testing requires a value greater than 0.60, and indicator reliability is measured by the loading factor value, which must be greater than 0.60. These test results are presented in Table 1

Table 1. Cross loading, Outer Loading, AVE, CR, & CA

Variables/indicators	OC	WE	POJ	AVE	CR	CA
Organizational Climate				0,621	0,890	0,843
X.1 wellfare	0,900	0,765	0,838			
X.2 communication	0,708	0,640	0,561			
X.3 training support	0,671	0,582	0,533			
X.4 psrticipstion	0,744	0,706	0,666			
X.5 suppor controlling	0,888	0,764	0,837			
Work Engagement				0,832	0,900	0,874
Y1. vigor	0,778	0,899	0,861			
Y2. Dedication	0,825	0,934	0,859			
Y3 Absption	0,848	0,903	0,815			
Perceived org, justice				0,874	0,959	0,953
Z1. Distributive justice	0,792	0,830	0,926			
Z2. Prosedural justice	0,774	0,877	0,921			
Z3. Interactional justice	0,915	0,889	0,956			

Table 1 indicates that the model has met the validity and reliability criteria. The outer loadings are greater than 0.6 (bold), and the average variance extracted (AVE) values are greater than 0.5 (AVE > 0.5), indicating met with convergent validity. Additionally, discriminant validity is confirmed based on the cross-loading values (bold), which have been met. The model also meets reliability criteria

with Cronbach's Alpha values greater than 0.70 (CA > 0.70) and composite reliability values greater than 0.7 (CR > 0.7). Therefore, it can be concluded that the outer model evaluation (validity and reliability) has been satisfied.

Next, the structural model (inner model) evaluation was conducted using the R-squared (R^2) values, specifically the Predictive Relevance (Q^2), calculated as follows: $Q^2 = 1 - \{(1-R1^2)(1-R2^2)\} = 1 - [(0.115)(0.192)] = 1 - 0.022 = 0.978$. This indicates strong predictive relevance of the model, as the value is greater than 0. This means that 97.8% of employee work engagement is influenced by the organizational climate through the mediation of perceived organizational justice, while the remaining 2.2% is influenced by other variables not included in the research model. After calculating the model's Goodness of Fit (Gof), hypothesis testing was conducted, as shown in Figure 1 and Table 2, as follows.
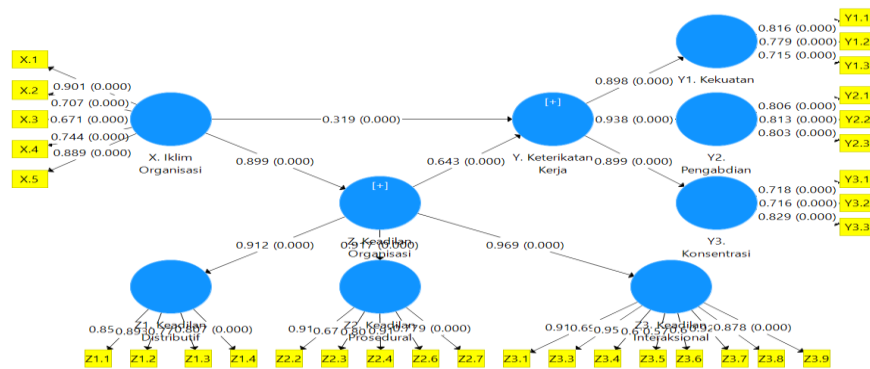

Figure 1. Full Model SEM-PLS

Table 2. Hypotheses Testing

No	Variables	Path coefficient	T-Statistics	P Values	Ket
Direct effect					
1	Organizational climate -> Work engagement	0,319	5,050	0,000	Sig
2	Perceived organizatieonal justice -> Work engagement	0,643	10,298	0,000	Sig
3	Organizational climate -> perceived organizational justice	0,899	59,652	0,000	Sig
Indirect effect					
4	Organizational climate -> perceived organizational justice -> Work engagement	0,578	9,900	0,000	Sig

The hypothesis testing results in Table 2 and Figure 1 indicate that all four proposed hypotheses are accepted, allowing the interpretation to proceed to the discussion section of this paper.

DISCUSSION

The findings of the study indicate that employees who perceive a more conducive organizational climate at their workplace will feel that their expectations regarding a good work environment are met (Lee & Idris, 2017). Meeting employees' expectations can lead to job satisfaction, thereby fostering trust in the organization (Boyede & Omotoye, 2021). Trust in the organization will encourage employees to contribute more to the organization (Bakhtawar & Adnan, 2021). Organizational climate is an intangible aspect of the environment that involves employees' emotional aspects, and only employees can feel it (Abun et al., 2021). If employees perceive they are being treated unfairly, two possible outcomes may occur: employees will either strive for better treatment

or reduce their effort in fulfilling their job responsibilities. Social exchange theory implies that employees who are treated well by the company will be committed to reciprocating with positive behavior (Cropanzano et al., 2017).

The study also found that employees always desire to be treated fairly regarding their working conditions. Ahmar et al. (2015) stated that perceived organizational justice involves the company providing fair rewards and procedures to employees. This sense of fairness includes relationships with others and minimum personal or social standards where the benefits received are considered equivalent to the work performed and sufficient to meet personal needs. Fairness can also be compared with other employees at the same or different levels within the same company. Robbins & Judge (2015) explained that when employees are satisfied with the perceived fairness, they will remain loyal to the organization. A good company must be able to provide a sense of fairness for all employees' needs evenly (Sharma & Kumra, 2020). Efforts by the company to provide fair treatment and rewards should not result in social jealousy and disappointment, as these can negatively impact employee engagement with their work (Prativi & Yulianti, 2020).

Employees' perceptions of the company's climate play an important role in staff turnover rates. Organizational justice, as a key component of the organizational climate, has been found to be an important factor in explaining the variance in employee turnover (Obaidli, 2011). When regressed with other climate dimensions, collegial leadership alone showed a significant independent effect on organizational justice. A significant positive correlation was also found between organizational climate and perceived organizational justice (Michael & Guy, 2009). Robbins & Judge (2015) stated that when employees are satisfied with the perceived fairness, they will remain loyal to the company. The reciprocal relationship between employees and the company or supervisors, as well as the behavior exhibited by employees, is a result of this reciprocal relationship (Zeinabadi & Salehi, 2011). Research by Ramezani & Esfandiari (2022) proves that organizational climate has a significant and positive impact on justice. A healthy work environment affects the increased trust of employees that they are being treated fairly according to moral standards and fair procedures (Huang et al., 2019). Company leaders must understand employee work behavior by observing their trust in the organization and their engagement at work, which is significant for the company's competitiveness (Blau, 1999). A healthy work environment can enhance employees' trust in fair treatment (Agarwal et al., 2022).

Managerial Implications

Companies should focus on creating and maintaining a positive work environment, including fulfilling various aspects of employee welfare and benefits such as BPJS, other health benefits, and bonuses. These steps can help improve the perception of fairness among employees, which in turn increases work engagement. Organizational procedures and policies need to be well-designed to ensure procedural justice, including involving employees in decision-making processes that are conducted transparently and consistently. This way, employees will feel that the decisions made enhance their perception of procedural fairness. Additionally, organizations must ensure they have professional guidelines so that all decisions can be made according to established procedures. Organizations are expected to maintain employee dedication as a key component of work engagement. Dedication refers to the level of commitment, enthusiasm, and emotional involvement shown by an employee towards their job, making them willing to work overtime, finding their work more meaningful, and feeling proud of their job.

CONCLUSION

This study reveals that organizational climate has a significant impact on work engagement, confirming that a conducive work environment supports employee involvement and dedication. Organizational justice perception also significantly impacts work engagement, indicating that

fairness in resource distribution and decision-making processes can enhance employee motivation and commitment. Furthermore, organizational climate significantly influences organizational justice perception, meaning that aspects such as procedural and interactional fairness within the organization affect how employees perceive justice at their workplace. The mediating role of organizational justice perception in linking organizational climate with work engagement is also confirmed, reinforcing social exchange theory and justice theory. Employees who feel fairly treated are more likely to feel engaged and involved with their organization, which in turn strengthens positive dynamics in the work environment. These results affirm the importance of maintaining fairness and a positive organizational climate to optimize work engagement.

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