The Influence of Organizational Justice and Employee Engagement on Turnover Intention Through Job Satisfaction as a Simple Mediator

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Abstract

This study aims to analyze the effect of organizational justice and employee engagement on turnover intention through job satisfaction as a simple mediator at Muhammadiyah University of Mataram. Using a quantitative causal-comparative approach, data were collected from 94 contract lecturers selected through the Slovin formula. The questionnaire consisted of 20 items covering four variables: organizational justice, employee engagement, job satisfaction, and turnover intention, measured on a five-point Likert scale. Data were analyzed using the SmartPLS 4 software to test the measurement and structural models. The results indicate that organizational justice has no significant effect on job satisfaction (p = 0.444) and turnover intention (p = 0.229). Employee engagement has a significant negative effect on job satisfaction (p = 0.030) and a significant negative effect on turnover intention (p = 0.009). Meanwhile, job satisfaction does not have a significant effect on turnover intention (p = 0.966), and mediation testing shows that job satisfaction does not mediate the relationship between organizational justice or employee engagement and turnover intention. These findings suggest that employee engagement is the dominant factor influencing turnover intention, while organizational justice and job satisfaction play limited roles. The study recommends future research to include additional mediating variables such as organizational commitment or leadership support to provide a more comprehensive understanding of turnover determinants in educational institutions.

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1. INTRODUCTION

Organizational justice is employees' perception of fairness within an organization, in terms of compensation distribution, decision-making procedures, and interpersonal interactions (Greenberg, 1987; Leventhal, 1980) (Hariyanti, 2020). This perception influences employee attitudes and behavior, including job satisfaction, employee engagement, and turnover intention (Albrecht, 2010). Employee engagement itself describes the emotional, cognitive, and physical attachment of employees in carrying out their roles (Kahn, 1990; Bakker & Demerouti, 2007). Job satisfaction reflects the level of individual satisfaction with various aspects of work such as compensation, social relationships, and working conditions (Kristianto & Christio, 2025). Meanwhile, turnover intention is an indicator of employees' desire to leave the organization as a result of negative perceptions of their work environment (Durrah & Chaudhary, 2020).

Various studies show that organizational justice has a significant effect on job satisfaction and turnover intention. Nadiri and Tanova (2010) found that perceptions of injustice decrease job satisfaction and increase turnover intention. (Schmidt, 2019) confirms that the dimensions of distributive and interactional justice have a stronger influence than procedural justice on turnover intention. Furthermore, Harumi and Riana (2019) state that organizational justice not only has a direct influence but also an indirect influence through job satisfaction. This highlights the importance of organizational justice as a key factor in determining employee retention and loyalty to the organization.

Engagement factors also play an important role in reducing turnover intention. Memon et al. (2020) and Amin et al. (2024) show that high levels of engagement can increase job satisfaction and reduce the intention to leave the organization. Bakker and Demerouti (2007) in the Job Demands-Resources (JD-R) model explain that organizational support and perceptions of fairness are job resources that can increase engagement. (Ardiansyah et al., 2025a) also found that engagement can function as a mediator in the relationship between fairness policies and turnover intention. In the context of educational organizations, increased employee engagement can directly contribute to productivity and the quality of academic services (Aziz, 2023).

In addition to engagement, job satisfaction has been proven to have a significant influence on turnover intention. Gumusluoglu et al. (2013) stated that perceptions of organizational justice increase job satisfaction, which leads to a decrease in turnover intention. Lambert et al. (2020) and Kashif et al. (2016) confirmed that job satisfaction acts as a mediator in the relationship between justice and turnover intention. Similar findings were also revealed by Saputra and Abadiyah (2023), who stated that perceptions of justice significantly increase job satisfaction. Thus, job satisfaction is a psychological factor that strengthens the relationship between perceptions of justice and employee retention in various organizational contexts.

However, cross-country research shows that the relationship between engagement, satisfaction, and turnover intention is not always consistent. Zanabazar et al. (2024) in their meta-analysis in Mongolia found that although job satisfaction affects engagement, engagement does not always play a significant mediating role in turnover intention. (Nagpal, 2023) emphasized that in the context of education, fairness and organizational support remain the main predictors of employee engagement. These results show that organizational context and work culture can influence the mechanism of the relationship between variables. Therefore, empirical testing in the Islamic higher education sector is important to ensure the validity of the relationship between these variables.

Based on the above description, it can be concluded that there is still a research gap related to the simultaneous testing of the influence of organizational justice and employee engagement on turnover intention with job satisfaction as a simple mediator, particularly in the context of Islamic-based private universities in Indonesia. Most previous studies have focused on the industrial and banking sectors (Amin et al., 2024; Memon et al., 2020), while the characteristics of academic staff in higher education institutions have different dynamics.
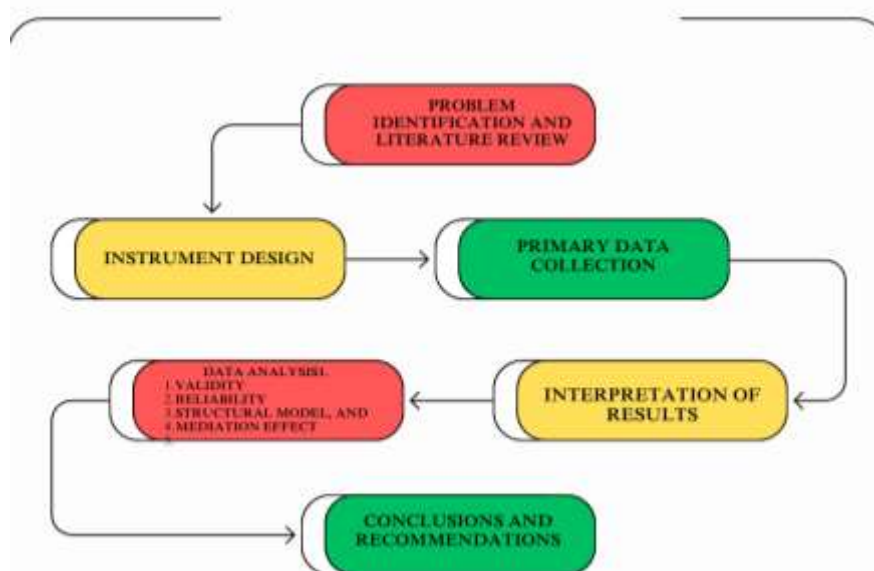
The novelty of this research lies in the empirical testing of a simple mediation model based on the Structural Equation Modeling (SEM) approach at Muhammadiyah University Mataram. The purpose of this study is to analyze the extent to which organizational justice and employee engagement influence turnover intention through job satisfaction as a simple mediator, while also providing policy recommendations for HRM to improve employee retention and reduce employee turnover intention.

2. RESEARCH METHODS

This study uses a quantitative approach with a causal-comparative research design, which aims to examine the direct and indirect effects between variables in the conceptual model. This approach was chosen because it is able to explain the causal relationship between organizational justice (X1), employee engagement (X2), job satisfaction as a mediating variable (M), and turnover intention (Y). The research was conducted at Muhammadiyah University Mataram, focusing on testing the extent to which perceptions of justice and work engagement influence the intention to leave among lecturers, especially contract lecturers, through job satisfaction. This type of research is explanatory in nature, so the results are expected to provide empirical understanding of the relationship between variables in the context of human resource management in higher education institutions.

The research subjects consisted of 94 of the total 123 contract lecturers at Muhammadiyah University Mataram, calculated using the Slovin formula to determine the sample size (Umar, 2001). Data collection was carried out through the distribution of closed questionnaires using a five-point Likert scale, with answer alternatives ranging from "strongly disagree" to "strongly agree." The research instrument included 20 questions, consisting of 5 items for the organizational justice variable (X1), 5 items for employee engagement (X2), 5 items for job satisfaction as a mediating variable (M), and 5 items for turnover intention (Y). Each item was developed based on theoretical indicators whose conceptual validity had been tested in previous literature.

Figure 2.1

The research procedure was carried out through several systematic stages, including: (1) preparation of research instruments, covering the process of adapting indicators and testing content validity through expert judgment; (2) field data collection by distributing questionnaires to respondents directly and online; (3) data tabulation involving coding, data cleaning, and inputting into statistical software; and (4) data analysis using SmartPLS 4 software to test validity, reliability, and structural model suitability and mediation effect testing. The Partial Least Squares Structural Equation Modeling (PLS-SEM) analysis technique was chosen because it is suitable for small sample sizes and capable of analyzing complex relationships between latent variables.

The research stages were carried out systematically to produce valid and reliable data in accordance with the research objectives. Convergent and discriminant validity tests

were conducted to ensure that the instruments were capable of measuring the expected constructs, while composite reliability was used to assess internal consistency between items. Structural model testing (inner model) was used to examine the magnitude of direct and indirect effects between variables and to test the mediating effect of job satisfaction. The results of this analysis are expected to provide empirical contributions to the development of human resource management policies in universities, particularly in efforts to increase contract lecturer retention by strengthening perceptions of fairness and work engagement.

3. RESULT AND DISCUSSION

The results of the questionnaire that had been distributed were analyzed using SmartPLS, so first, validity and reliability testing (outer model measurement model evaluation) of each variable in this study was carried out using the following test models: This test included convergent validity, discriminant validity, and construct reliability tests. The evaluation of the measurement model was important to ensure that each indicator or variable in this study was representative of the latent variables it represented. The results of the SmartPLS test show that all indicators in the variables of Organizational Justice (X1), Employee Engagement (X2), Job Satisfaction (M), and Turnover Intention (Y) have outer loading values of more than 0.70 with values ranging from 0.712 to 0.942. The results of the outer loading test can be seen in the following table:

Table 3.1 *Outer Loading*

Statement Item	X1	X2	M	Y	Description
X1.1	0.741				Valid
X1.2	0.821				Valid
X1.3	0.757				Valid
X1.4	0.848				Valid
X1.5	0.942				Valid
X2.1		0.738			Valid
X2.2		0.851			Valid
X2.3		0.872			Valid
X2.4		0.825			Valid
X2.5		0.870			Valid
M1			0.874		Valid
M2			0.885		Valid
M3			0.886		Valid
M4			0.843		Valid
M5			0.869		Valid
Y1				0.761	Valid
Y2				0.854	Valid
Y3				0.712	Valid
Y4				0.818	Valid
Y5				0.782	Valid

Source: SmartPLS 4 Test

According to Hair et al. (2019), if the factor loading value is above 0.70, it indicates that each variable indicator in the study can explain the measured construct well and accurately. Therefore, all indicators in this study meet the convergent validity criteria and are declared suitable for further analysis. Furthermore, the discriminant validity test was conducted through cross loading values, which show that each indicator in the variable has

the highest correlation with its own construct compared to other constructs. This indicates that each construct has unique indicators and there is no confusion between variables. Thus, the measurement model has met the discriminant validity criteria and it can be said that each variable has clear distinctions. The Average Variance Extracted (AVE) values in this study can be seen in the following table:

Table 3.2 Average Varian Extracted (AVE)

Variabel	Average Varian Extracted	Keterangan
X1	0.681	Valid
X2	0.693	Valid
M	0.760	Valid
Y	0.619	Valid

Source: SmartPLS 4 Test

According to Hair et al. (2019), if the factor loading value is above 0.70, it indicates that each variable indicator in the study can explain the measured construct well and accurately. Therefore, all indicators in this study meet the convergent validity criteria and are declared suitable for further analysis. Furthermore, the discriminant validity test was conducted through cross loading values, which show that each indicator in the variable has the highest correlation with its own construct compared to other constructs. This indicates that each construct has unique indicators and there is no confusion between variables.

Thus, the measurement model has met the discriminant validity criteria and it can be said that each variable has clear distinctions. The Average Variance Extracted (AVE) values in this study can be seen in the following table:

Table 3.3 *Composite Reliability*

Variable	Composite Reliability	Keterangan
X1	0.914	Reliable
X2	0.919	Reliable
M	0.940	Reliable
Y	0.890	Reliable

Table 3.4 *Cronbach's Alpha*

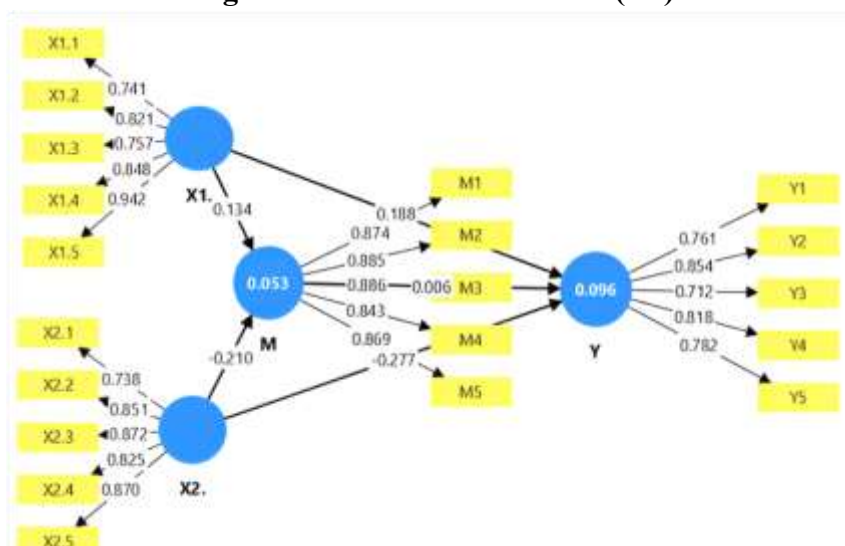| Variabel	Cronbach's Alpha	Keterangan
X1	0.846	Reliable
X2	0.890	Reliable
M	0.911	Reliable

| Y | 0.921 | Reliable |

Source: SmartPLS 4 Test

The reliability test results show that the Composite Reliability values for all variables range from 0.890 to 0.940, and the Cronbach's Alpha values range from 0.846 to 0.921. These values meet the minimum standard of 0.70 as recommended by Hair et al. (2019). Therefore, it can be concluded that all variables in this study are reliable, meaning that all measurement tools used in this study are consistent and reliable in measuring the variables used in this study.

Meanwhile, to see the magnitude of the contribution of exogenous variables to endogenous variables, a coefficient of determination test was conducted. The results of the coefficient of determination test are shown in the following table:
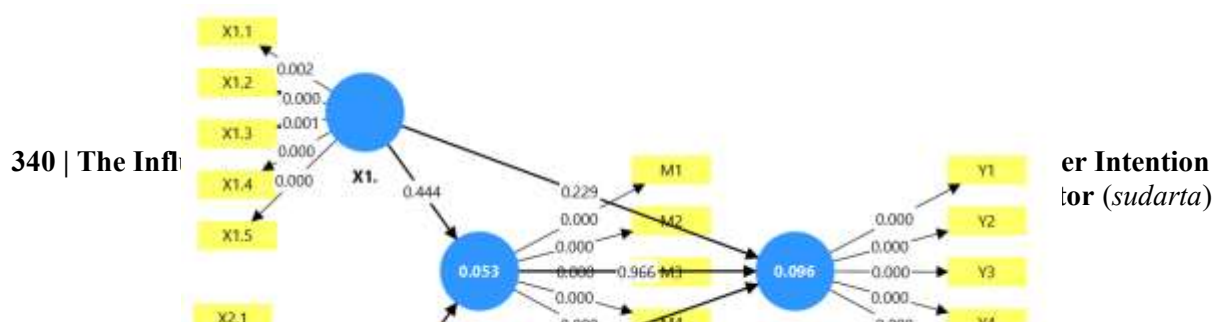
Figure 3.1 Determination Test (R2)

Based on the analysis results, the R² value for the Job Satisfaction variable is 0.053 (Adjusted R² = 0.032) and for the Turnover Intention variable is 0.096 (Adjusted R² = 0.066). These values indicate that Organizational Justice and Employee Engagement can only explain 5.3% of the variance in Job Satisfaction and 9.6% of the variance in Turnover Intention. According to Chin's (1998) criteria, an R² value below 0.25 is considered weak. Thus, the structural model in this study has low predictive power, indicating that there are other factors outside the model in this study that may have a more dominant influence on Job Satisfaction and Turnover Intention.

To answer the hypotheses in this study, a hypothesis test was conducted to examine the direct and indirect effects. The researcher has listed the test results as follows:

Table 3.2 Bootstrapping (Direct Effect)

The effect of Organizational Justice on Job Satisfaction has a p-value of 0.444 (> 0.05), indicating that Organizational Justice does not have a significant effect on Job Satisfaction. This indicates that the perception of organizational justice has not been able to significantly improve employee job satisfaction. The direct effect of Organizational Justice on Turnover Intention is also insignificant (p = 0.229). This means that perceptions of fairness in the workplace do not directly reduce employees' intention to leave the organization. This indicates the possibility of other stronger mediating variables, such as organizational commitment or work loyalty, which were not included in this study.

The effect of the Employee Engagement variable (X2) on Job Satisfaction (M) shows a negative coefficient value (-0.210) with a p-value of 0.030 (< 0.05). This means that there is a negative and significant relationship, where increased employee engagement is associated with a decrease in job satisfaction. This phenomenon can be interpreted as high engagement without adequate work environment support can cause emotional exhaustion that reduces job satisfaction. In addition, the analysis results show that Employee Engagement has a negative and significant effect on Turnover Intention (coefficient = -0.277; p = 0.009). This means that the higher the employees' commitment to their work, the lower their tendency to leave the organization. This finding is consistent with the research by Bakker and Demerouti (2018), which states that high employee engagement can reduce the intention to leave due to an increased sense of responsibility and meaning towards work.

The relationship between Job Satisfaction and Turnover Intention is not significant (p = 0.966), indicating that job satisfaction does not directly influence turnover intention in the context of this study. These results differ from the classic findings of Mobley et al. (1979), who stated that job satisfaction is the main predictor of turnover intention. However, this can be explained by the specific organizational context, where other factors such as organizational culture or reward systems have a more dominant influence on employee decisions.

In addition, the indirect mediation results also showed insignificant results. The test results can be seen in the following table:

Table 3.5 Bootstrapping (Indirect Effect)

Koefesien jalur	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values
X1. -> M -> Y	0.001	-0.004	0.031	0.027	0.978

X2. -> M -> Y	-0.001	-0.001	0.034	0.039	0.969

Source: SmartPLS 4 Test

The bootstrapping test results show that both mediation paths are insignificant (p-value > 0.05). This means that Job Satisfaction does not act as a mediator in the relationship between Organizational Justice and Employee Engagement on Turnover Intention in this study. In other words, the effect of Employee Engagement on Turnover Intention is direct without going through the mechanism of job satisfaction as a mediator in this study.

4. CONCLUSION

Based on the results of the tests conducted in this study as a whole, the research model shows that Employee Engagement is the most dominant factor influencing employee behavior, particularly in reducing turnover intention. Although the relationship with Job Satisfaction is negative, the significant effect on Turnover Intention shows that employee engagement plays an important role in maintaining their loyalty at work. Meanwhile, Organizational Justice does not have a significant effect on either Job Satisfaction or Turnover Intention. This indicates that perceptions of fairness are not yet a major factor in shaping employee satisfaction and loyalty, which are likely influenced by other organizational variables such as managerial support, rewards, or work climate. The insignificant effect of Job Satisfaction on Turnover Intention indicates that job satisfaction is not always the main reason employees stay or leave, especially when factors such as engagement and work experience are more decisive in making such decisions.

In addition, future researchers are advised to add other mediating or moderating variables such as organizational commitment, work engagement, or leadership support to gain a more comprehensive understanding or perspective on the determinants of turnover intention. Furthermore, future studies could expand their research subjects to increase the generalization of the research results. The management or leadership of Muhammadiyah Mataram University needs to build a participatory work culture that allows employees to feel involved and have an important role in achieving organizational goals. Furthermore, leaders need to provide tangible support and recognition for employee performance to increase their emotional attachment to the organization. In addition, it is important for management to conduct regular evaluations of organizational fairness policies, especially in terms of reward distribution and communication transparency, in order to improve perceptions of fairness and strengthen employee loyalty.

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