

The Effect of Distributive Justice, Procedural Justice, Interactional Justice on Engagement and Village Apparatus Performance in Indonesia

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ABSTRACT: *Indonesia is the third largest democracy in the world, in an effort to improve the quality of democracy, Law No. 23 of 2014 concerning Regional Government and Law No. 6 of 2014 concerning Villages were drafted. Development is expected to be carried out based on the authority of government organisations at the central level, provincial level, district level, sub-district level and village level. This study aims to investigate the effect of distributive justice, procedural justice, and interactional justice on village apparatus engagement, investigate the effect of distributive justice, procedural justice, and interactional justice on village apparatus performance, the effect of village apparatus engagement on village apparatus performance and the effect of distributive justice, procedural justice, and interactional justice on village apparatus performance through village apparatus engagement. This study uses the following research methods: the research sample totalled 340 respondents with non-probability sampling technique, model measurement using Confirmatory Factor Analysis (CFA) and structural test model using Structural Equation Model (SEM). The results showed that 1) distributive justice, procedural justice, interactional justice have a positive and significant influence on village apparatus attachment, 2) distributive justice, procedural justice, interactional justice have a positive and significant influence on village apparatus performance, 3) village apparatus engagement has a positive and significant impact on village apparatus performance, 4) village apparatus engagement plays an important role as a mediator in influencing between distributive justice, procedural justice, interactional justice, and village apparatus performance. These findings suggest that an increase in justice within the village apparatus can strengthen the village apparatus' attachment, which in turn, improves its performance in carrying out the duties and responsibilities of the village apparatus. This research has important implications for village governance management. Village governments and other stakeholders may consider efforts to improve fairness in resource allocation and decision-making processes within the village apparatus. In addition, increasing the engagement of village apparatus members through the development of relationships among village apparatus members and ethical interactions may also improve their performance.*

KEYWORDS: distributive justice, procedural justice, interactional justice, village apparatus engagement, village apparatus performance, village governance management.

INTRODUCTION

Indonesia is a country that adheres to a democratic system of government, which is a government of the people, by the people, and for the people. During this reformation period, each region has the opportunity to develop its region. The form of democracy in government is the principle of decentralisation and regional autonomy. Law No. 23/2014 on Regional Government clearly states that regional autonomy is the right, authority and obligation of the region to self-regulate local government and society within the unitary state system of the Republic of Indonesia. The Indonesian government, in addition to the Local Government Law, also has Law No. 6 of 2014 article 1 which stipulates that the Village is a legal community unit that has territorial boundaries, has the right to organise and manage government affairs, the interests of the local community, based on community initiatives, rights of origin and / or customs, the origin of which is recognised and respected in the government of the Unitary State of Reuplik Indonesia. Village government organisations are an extension of the central government, having a strategic role in managing rural communities to achieve government development. Based on this role, village government regulations or laws are enacted to regulate village government, so that it can run optimally. The village government consists of the village head and village officials, including the village secretary and others.

Based on the data obtained, the National Village Development Index still requires efforts in creating a just, prosperous and prosperous society, because the average village development index is still in the developing village category, which is 51.57%, Article 74 of Law No. 6/2014 on Villages clearly states that there are 4 things that need to be implemented in village development, namely: (1) Basic needs; (2) Basic services; (3) Environment; and (4) Village community empowerment activities. In the explanation of the Village Law, basic needs are defined as the need for food, clothing, and shelter. Basic services include education, health, and basic infrastructure. Meanwhile, in Article 78, the objectives of village development include: (1) community welfare; (2) quality of life; and (3) poverty reduction. This is achieved through (1) basic needs; (2) facilities; (3) infrastructure; (4) local economic development; and (5) sustainable utilisation of natural resources. According to Village Minister Regulation No. 2/2016, chapter 3 article 3, the village development index is a composite that includes: 1) Social Resilience Index (IKS), 2) Economic Resilience Index (IKE), 3) Environmental Resilience Index.

The Village Development Index in Klaten district in 2021 the majority still shows developing villages at 69.05%, and is relatively smaller than the Village development index nationally and at the Central Java provincial level. This shows that there are still obstacles and barriers in the management of village government organisations in Klaten district. The Klaten district area has potential resources, both natural resources and human resources. In addition, the position of Klaten district is very strategic, because it

Publication of the European Centre for Research Training and Development-UK is between Jogjakarta and Surakarta. In line with the existence of PermendesaPDTTrans No. 2 of 2016, the management of village governance still needs to be encouraged so that the village is able to move towards independent village status, where the Village Development Index is a composite of three things, namely: 1) the social resilience index includes: a) social capital (solidarity, tolerance, sense of security, social protection, b) health (health services, health insurance), c) education (access to formal education, access to non-formal education, access to knowledge), d) housing (access to drinking water, access to sanitation, access to electricity, access to information and communication), 2) the economic resilience index includes: production diversity, commercial service centres, access to logistics or distribution, access to financial and credit institutions, economic organisation, regional openness), 3) the School environmental resilience index includes: a) environmental quality (no pollution), b) environmental quality (no pollution), c) environmental quality (no pollution), d) environmental quality (no pollution), and d) environmental quality (no pollution).

The management of village assets, which among others is manifested in the management of village-owned enterprises in Klaten Regency, still needs to be encouraged to increase. PP No 11 of 2021 article 7 on the establishment of BumDes has provided guidelines in an effort to establish BumDes, namely if a village is not yet able to independently establish BumDes, it can cooperate with other villages to jointly establish and manage BumDes. Based on experience in carrying out community service activities in several villages in Klaten district and observations that researchers have carried out, there are still many villages that force themselves to establish independently and in management are also still managed not professionally. This is not in accordance with Government Regulation No. 11 of 2021 article 4 which states that BumDes needs to be managed with the principles of: 1) Professional, 2) Responsible, 3) Participatory, 4) Sustainable, and the impact is that there are still many BumDes that have not been managed properly. In Klaten Regency, in general, the condition of village-owned enterprises is still in an active condition, but has not been able to contribute to village income.

Every organisation has a vision and mission to achieve. To achieve organisational goals, it is necessary to encourage management to improve their organisational performance. Organisational performance is reflected in two things: employee performance and organisational performance. The organisational performance framework is the relationship between individual performance and organisational performance. All organisations, both private and government, need to determine the activities carried out individually and in groups in their role as actors, meaning that there are activities carried out by people in the organisation, so that organisational goals can be achieved (Bastian, 2001). Performance is carrying out an activity that makes it important in the current era. Mangkuprawira and Vitalaya (2007: 109) state that performance is a result of quality and quantity of work achieved by employees when carrying out tasks based on their responsibilities.

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Law No. 6/2014 on Villages Article 23 states that the village government organisation is carried out by the village government, which consists of the village head and village officials. To run the government according to article 24 based on, 1) legal certainty, 2) public interest order, 3) openness, 4) professionalism, 5) accountability, 6) effective and efficient, 7) proportionality, 8) participatory. According to Government Regulation No. 30 of 2019, employee performance consists of several indicators, namely: 1) service orientation, 2) commitment, 3) work initiative, 4) cooperation, and 5) leadership. From the results of the performance evaluation conducted on village apparatus at village government organisations in Klaten district using the assessment standards 1) 91-100 excellent category, 2) 81-90 good, 3) 71-80 sufficient, 61-70 less and 0-60 very less, showing the results of the evaluation of village apparatus performance who are still moderate.

The management perspective on a holistic notion of organisational growth theory states that organisations are collections of productive resources that include human and non-human resources (Panrose, 1959). To support this study, researchers used social exchange theory (SET) in an effort to understand and explain employee performance in organisations. Social exchange theory (SET) is a conceptual paradigm that has an influence in interpreting employee work behaviour in an organisation. Although there are different views, social exchange theory agrees that social exchange involves a series of relationships that form an obligation (Emerson, 1976) or the interaction between social commitment and perceptions of justice. Justice according to Adams (1983) is that employees will maintain equity between their work inputs and the results they receive. Furthermore, Blau (1964) argues that social exchanges form a sense that results in an equal perception of goals in the future. This theory argues that employees can be motivated and committed to their jobs and organisations if they receive fair and balanced treatment. Bass (1990) said that this theory is shown to determine the interaction between leaders and subordinates, as well as knowing the factors that require commitment (Mowday et al., 1982).

Some of the variables known to affect performance in organisations include: organisational justice (Tangka et al., 2017, Suprpto and Widigdo., 2021, Sitorus et al., 2021, Apriono et al., 2021), procedural justice, distributive justice and interactional justice (Dike et al., 2021, Kalay., 2016, Suharyoko., 2016), employee engagement (Al dalahmeh et al., 2018, Siswono and Sim., 2016, Ahmed et al., 2020, Obeidat., 2016, Muliawan et al., 2017, Lewiuci and Mustamu., 2016, Sitorus et al., 2021, Wicaksono and Brahmasari., 2021, Chaerunissa and Pancasasti., 2021, Juevesa et al., 2020, Rajapaksha and Tilakasiri., 2020). Some variables that are known not to affect performance in organisations include: distributive justice (Atmojo and Tjahjono., 2016), procedural justice (Kalay., 2016, Atmojo and Tjahjono., 2016), interactional justice (Kalay., 2016), employee engagement (Kusumawati., 2017).

Some variables known to affect employee engagement include: distributive justice (Özer et al., 2017, Novianti et al., 2018, Muafi., 2020, Pratiwi and Yulianti., 2020), procedural justice (Özer et al., 2017, Novianti et al., 2017, Muafi., 2020, Pratiwi and Yulianti., 2020), interactional justice (Özer et al., 2017, Pratiwi and Yulianti., 2020,

Publication of the European Centre for Research Training and Development-UK Muafi., 2020). Some of the variables known to affect employee engagement include: distributive justice (Nurak and Riana., 2017), procedural justice (Kim and Park, 2017), interactional justice (Nurak and Riana., 2017).

This research will be conducted on village government organisations in Klaten Regency which consists of 391 villages from 26 districts. This research was conducted to examine some of the problems that still exist and from the theoretical and empirical descriptions, it can be explained that the condition of village government organisations in Klaten district still needs attention because the average status of villages in Klaten is still in the status of developing villages and the management of village assets in the form of village-owned enterprises also still needs better management. In accordance with PermendesaPDTTrans number 2 of 2016 concerning the village development index which states that each village is expected to continue to carry out development in order to be able to lead to independent villages, so that the principles of village governance and governance can be better implemented, to achieve the goal of a just and prosperous society that emphasises social, economic and environmental resilience.

Based on empirical studies, there are still several research results that contradict one another, so this research was conducted to modify and develop research from Özer et al., (2017), Kim and Park (2017), Nurak and Riana (2017), Muafi (2020), Kusumawati (2017), Siswono and Sim (2016), Sitorus et al (2021), Kalay (2016), Atmojo and Tjahjono (2016), Tangka et al (2017), Suharyoko (2016), Al-dalameh et al., (2018), Dike et al (2021), Handoyo and Setiawan (2017), where the variables of procedural justice, distributive justice and interactional justice, employee engagement. directly affect organisational performance. This study will examine the variable of employee engagement as a mediating variable.

The reason why researchers place employee engagement as a mediating variable is based on the results of previous studies which show that previous studies still focus on the direct effect of employee engagement variables and organisational justice which includes procedural justice, distributive justice and interactional justice on employee performance, while researchers have not found employee engagement variables to be mediating variables between organisational justice and performance. Another reason is because based on Vosviewer analysis taken from google scholar, emerald, there are still not many studies that examine the effect of employee engagement on employee performance. Based on the Vosviewer analysis, it can be mapped that research on the effect of employee engagement on employee performance has not been carried out much.

Researchers wish to conduct research with a study of distributive justice, procedural justice, and interactional justice on employee performance, and place employee engagement as an intervening variable, so that this research has novelty.

Based on the explanation of the background and problems above, the researcher wishes to conduct a study related to Distributive Justice, Procedural Justice, Interactional

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Justice on Engagement and Performance of Village Apparatus in Klaten Regency. Some of the problem formulations on village apparatus in Klaten Regency are as follows:

1. Do distributive justice, procedural justice, interactional justice affect the engagement of village officials?
2. Do distributive justice, procedural justice, interactional justice affect village apparatus performance?
3. Does village apparatus engagement affect village apparatus performance?
4. Does village apparatus engagement mediate the effect of distributive justice, procedural justice, interactional justice on village apparatus performance?

Theory Review

Social Exchange Theory

This research is based on a grand theory to cover the variables of distributive justice, procedural justice, interactional justice, employee engagement and employee performance, namely social exchange theory. In this social exchange theory, it is agreed that this social exchange includes a reciprocal design that can produce an obligation (Emerson, 1976) or a theory that describes the relationship between perceptions of justice and social commitment, although it has a different perspective from the social exchange that previously emerged. According to Blau (1964) a feeling that causes similarities in future perceptions is social exchange. If an employee is treated fairly and balanced, according to this theory, the employee will be committed and motivated in doing work and in the organisation. Supported by Bass (1990) who said that this theory is to understand aspects related to commitment and understand the relationship between leaders and their subordinates (Mowday et al., 1982). Leaders in organisations make social exchange theory the basis for understanding the behaviour of their workers, this is because in this behaviour there is an action that causes a behaviour.

Employee Performance

Currently, an interesting issue in public management is performance. In performance there are two aspects, namely organisational performance and employee (individual) performance. Performance is also called a representation of the achievement of an organisation in performing its duties to achieve the organisation's vision, mission, goals and objectives (Bastian, 2001: 340). The degree of achievement is the definition of the concept of performance (Byars and Rue, 2006). This means that the accuracy of the targets and the achievement of the approved goals become the benchmark for the success of a performance in the organisation. Performance is obtained from a cooperative activity between members or organisations in achieving the goals of the organisation. This illustrates the level of performance at which all employees in an organisation or government agency carry out their duties. In maximising their activities, organisations and government agencies have a goal of increasing performance in the organisation.

Employee Engagement

Employee engagement is a sense of being emotionally attached to an organisation or job, able and driven to be an employee who contributes to the success of a set of goals for the organisation and the individual. The definition of engagement is meaningful, positive and motivational behaviour. Engagement is characterised by absorption, dedication and vigour (Schaufeli, 2012). Absorption is an attitude of concentration on what he is doing. Dedication is characterised by feeling challenging, valuable, inspiring, enthusiastic and valuable. Vigour is characterised by the desire to strive, resilience, having strong energy and not giving up when faced with challenges (Schaufeli, 2012).

Distributive Justice

According to Tjahjono (2008) the agreement between employees and their organisation is also the definition of distributive. it is important for employees to implement fair distribution because employees are motivated to receive long-term benefits. This is consistent with Clayton and Opatow's (2003) view. The fairness of the results that employees get from the organisation is also called distributive justice (Greenberg and Baron, 2003). Justice is obtained in terms of fairness of results, and exposes that workers must receive a comparison of income relative to references that match income and needs, also called distributive justice. (Irawan, 2015).

Procedural Justice

In procedural justice, it is not enough to evaluate the outcome, one must also evaluate the procedure for determining the allocation (Tyler and Blader, 2003). Tjahjono (2008) asserts that a fair process to obtain the expected welfare is also called procedural justice. Atmojo and Tjahjono (2016) also explained that it is based on personal interests and group values. Given examples such as income, workload and others are outcomes that have been distributed using procedural justice (Leventhal, 1980). Deciding what rewards to give to employees as a form of appreciation, such as promotions, providing wage increases, and communicating feedback (McFarlin and Sweeny, 2002).

Interactional Justice

Interactional justice adjusts to how far a power given to employees can be discussed in a friendly manner (Jawad et al., 2012). Meanwhile, according to Yaghoubi et al. (2011) interactional justice generally presents a state of activity that is not related to the job, but rather the aspect of interaction either informally or inter-personally. Interactional justice is a major key to shaping work motivation and commitment in organisations. According to Bass (2013) interactional justice relates to the combined trust of a subordinate and his leader with the justice seen in his work environment. Based on theory and previous research, the conceptual framework in this study can be described below.

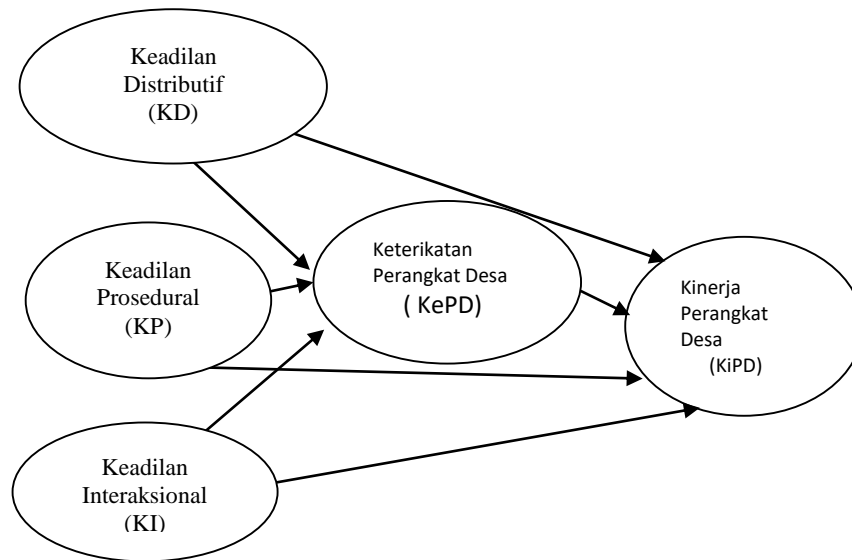


Figure 1 Conceptual Framework

Hypothesis Development

H1: Distributive justice has a significant effect on village apparatus engagement in Klaten Regency.

H2: Procedural justice has a significant effect on village apparatus engagement in Klaten Regency.

H3: Interactional justice has a significant effect on village apparatus engagement in Klaten Regency.

H4: Distributive justice has a significant effect on village apparatus performance in Klaten Regency.

H5: Procedural justice has a significant effect on village apparatus performance in Klaten Regency.

H6: Interactional justice has a significant effect on village apparatus performance in Klaten Regency.

H7: Village apparatus engagement has a significant effect on the performance of village apparatus in Klaten Regency.

H8: Village apparatus engagement is able to mediate the effect of distributive justice on village apparatus performance in Klaten Regency.

H9: Village apparatus engagement is able to mediate the effect of procedural justice on village apparatus performance in Klaten Regency.

H10: Village apparatus engagement is able to mediate the effect of interactional justice on village apparatus performance in Klaten Regency.

RESEARCH METHODS

Research Design

Explanatory research is used to prove research objectives and research hypotheses, i.e. research that explains sequential evidence of causal relationships between variables through hypothesis testing (Sugiyono, 2017: 10), and sample research, which is a sample taken from a population that uses a questionnaire as the main means of data collection and usually as a unit of analysis.

Population

Population is a general area consisting of objects or subjects that have certain characteristics determined based on the research studied and the conclusions drawn afterwards (Sugiyono, 2017: 80). The population in this study were all village apparatus in the Village Organisation in Klaten Regency as many as 2346 village apparatus from 26 sub-districts.

Research Sample

The sample is part of the number and characteristics of the population (Sugiyono, 2017: 81). In this study, the sample taken was all village apparatus in 26 sub-districts in Klaten Regency. And in this study to represent the sample above is represented by village officials. Given the large population, the sampling used the statistical formula formula for the Yamane approach as follows (Ferdinand, 2014: 174):

then, the number of samples in this study was 340 samples. Then determining the number of samples in each sub-district of 26 sub-districts using the following formula (Sugiyono, 2017: 218):

$$N = (\text{total population of each sub-district}) / (\text{total population}) \times \text{number of samples determined}$$

Sampling Technique

Sampling is used Incidental Sampling or Accidental Sampling. According to Sugiyono, (2017: 124) Incidental Sampling is a way of determining samples based on chance, that is, any respondent who happens to meet the researcher can be used as a sample. The reason researchers use this technique is by considering, 1) When collecting data, in Klaten district there is still a coinciding covid 19 pandemic, so researchers are not allowed to go to every village in Klaten district, 2) The location of each village is very far apart due to the vast geography of Klaten district.

RESEARCH RESULTS

Validity Test

In question item D1 of 0.905, D2 0.941, D3 0.922 and D4 0.959. Because the obtained r-count value > r-table 0.361 and the significance of the correlation value obtained by the four indicators <0.05, it proves that the 4 question items are valid as a measure of the Distributive Justice variable.

Item P1 is 0.847, P2 is 0.798, P3 is 0.869 and P4 is 0.791. Because the obtained r-count value > r-table 0.361 and the significance of the correlation obtained <0.05, it proves that all question items are valid as a measure of the Procedural Justice variable.

The correlation value on item I1 is 0.993, I2 is 0.917, I3 is 0.993 and I4 is 0.993. Because the obtained r-count value > r-table 0.361 and the significance of the correlation obtained <0.05, it proves that all question items are valid as a measure of the Distributive Justice variable.

The correlation value on the 1st question item is 0.925, 2nd is 0.945 and 3rd is 0.945. Because the obtained r-count value > r-table 0.361 and significance value <0.05, it proves that all question items are valid as a measure of the Village Apparatus Engagement variable.

The correlation value of the question items of the validity test results for the Village Apparatus Performance variable can be seen in the table below.

The correlation value of question item Ki1 is 0.847, Ki2 is 0.727, Ki3 is 0.938, Ki4 is 0.865 and Ki5 is 0.934. Because the obtained r-count value > r-table 0.361 and the significance value <0.05, it proves that all question items are valid as a measure of the Village Apparatus Performance variable.

Reliability Test Results

The reliability test results show that the Cronbach's alpha value of Distributive Justice is 0.943, Procedural Justice is 0.846, Interactional Justice is 0.982, Village Apparatus Engagement is 0.930 and Village Apparatus Performance is 0.914. Because the Cronbach's alpha value obtained for each is > 0.7. This means that each variable has high reliability or has good consistency as a measuring instrument.

Description of Respondent Profile

Respondents in this study were 306 (90%) men and 34 (10%) women. Respondents who represent to fill out questionnaires in this study are village apparatus consisting of village secretary 4 (1.2%), financial affairs as much as 33 (9.7%), planning and general affairs as much as 37 (10.9%), government section as much as 108 (36%), welfare section as much as 78 (22.9%) and service section as much as 80 (23.5%).

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 Respondents who represent to fill out questionnaires in this study are the majority aged between 40 - 50 years as many as 147 (43.2%), age over 50 years as many as 108 (36%), age between 30 - 40 years as many as 53 (15.6%) and age 30 years and under as many as 32 (9.4%). Respondents who represent to fill out questionnaires in this study have an educational background, the majority of which are still in high school as many as 175 (51.5%), Bachelor Degree 1 as many as 132 (38.9%), Diploma 3 as many as 26 (7.6%) and Bachelor Degree 2 as many as 7 (2%). Respondents who represent to fill out questionnaires in this study have the largest tenure between 5 - 10 years as many as 139 (40.9%), above 10 years as many as 157 (46.2%) and less than 5 years as many as 44 (12.9%).

Normality Test Results

From the results of the values on all indicators both skewness and kurtosis have a critical ratio value between ± 2.58 , so all indicators are normal univariate. While the multivariate kurtosis value is -4.111 and CR is -1.278. This value is still in the range between ± 2.58 which indicates that the data is multivariate normal.

Outlier Test Results

Table. 1 Mahalanobis Distance Test Results

Observation number	Mahalanobis d-squared	p1	p2
144	40,631	,004	,757
46	39,043	,007	,656
108	37,797	,009	,619
217	36,844	,012	,597
234	36,188	,015	,556
25	35,534	,017	,544

Data processed

Table 1 explains that the highest Mahalanobis d-squared value is obtained in observation 144 of 40.631. The acquisition of the Mahalanobis d-squared value < 45.31475 , it can be concluded that there is no multivariate outlier observation data.

Multicollinearity Test Results

Table 2 Multicollinearity Test Results

Variable	Correlation
Distributive Justice <--> Prosedural Justica	0,624
Procedural Justice <--> Interactional Justice	0,561
Distributive Justice <--> Interactional Justice	0,584

Data processed

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 The multicollinearity test results show the correlation value <0.9, thus indicating there is no multicollinearity problem.

Model Feasibility Test Results

The complete modified model is presented in the structural model below.

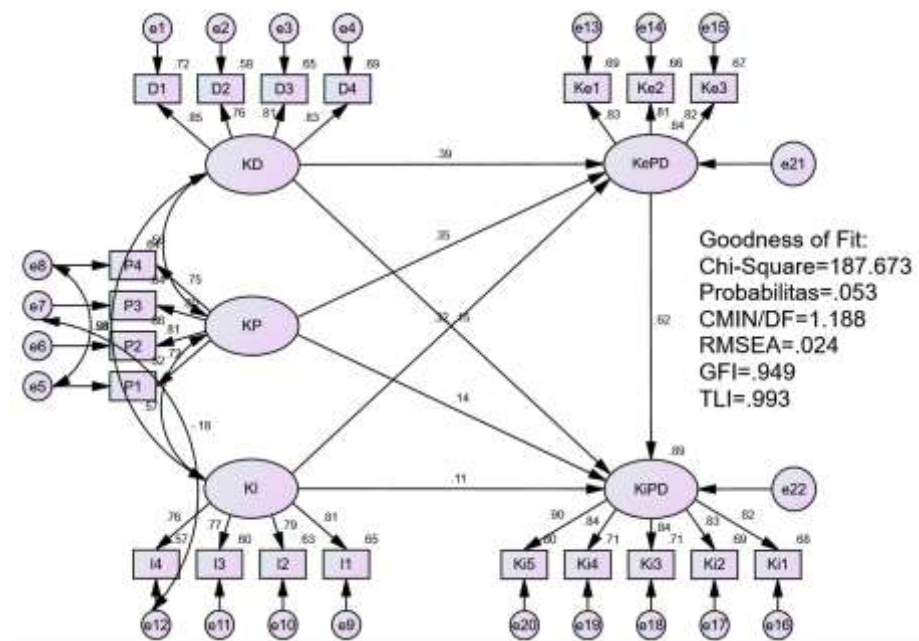


Image. 2 Structural Model After Modification

The results of the goodness of fit testing criteria after being modified show the overall Chi-Square, probability, CMIN/DF, RMSEA, GFI and TLI criteria to show the model fit because it has met the recommended results.

Table. 3 Absolute Fit Measures

Goodness of Fit	Cut-off Value	Results	Description
X ² (Chi-Square)	Diharapkan kecil	187.673	Fit
Significant Probability	≥ 0,05	0,053	Fit
CMIN/DF	≤ 2,00	1,188	Fit
RMSEA	≤ 0,08	0,024	Fit
GFI	≥ 0,90	0,949	Fit
TLI	≥ 0,90	0,993	Fit

Data processed

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 This model shows that the model produces a chi-square value down to 187.673, probability 0.053, RMSEA 0.024, TLI 0.993 and GFI 0.949, it can be said that the model is an acceptable fit.

Table. 4 Standardised Regression Weights Testing the Structural Model Hypothesis

Hypothesis	Estimate	SE	CR	P	Description
KD → KePD	.393	6.967	6.967	0,000	Accepted
KP → KePD	.352	6.229	6.229	0,000	Accepted
KI → KePD	.322	6.214	6.214	0,000	Accepted
KD → KiPD	.149	2.396	2.396	0,017	Accepted
KP → KiPD	.137	2.354	2.354	0,019	Accepted
KI → KiPD	.107	1.996	1.996	0,046	Accepted
KePD → KiPD	.625	5.331	5.331	0,000	Accepted

Data processed

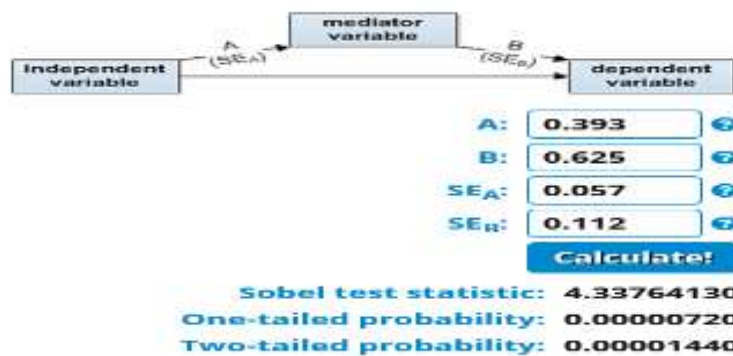


Image. 3 Sobel Test KD to KiPD through KePD

Thus (H8) which states "Village apparatus engagementis able to mediate the effect of distributive justice on village apparatus performance in Village Government Organisations in Klaten Regency", is accepted.

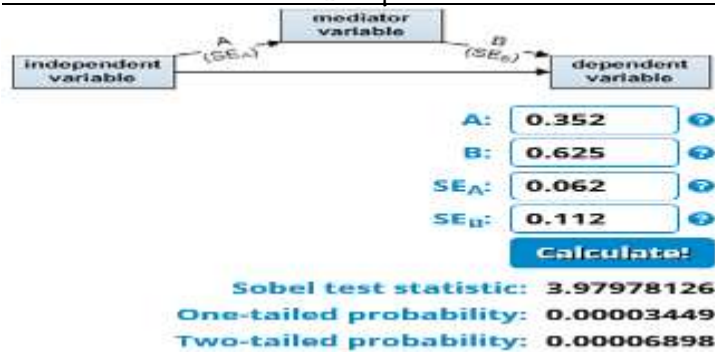


Image. 4 Sobel Test KP to KiPD through KePD

Thus (H9) which states "Village apparatus engagement is able to mediate the effect of procedural justice on village apparatus performance in Village Government Organisations in Klaten Regency", is accepted.

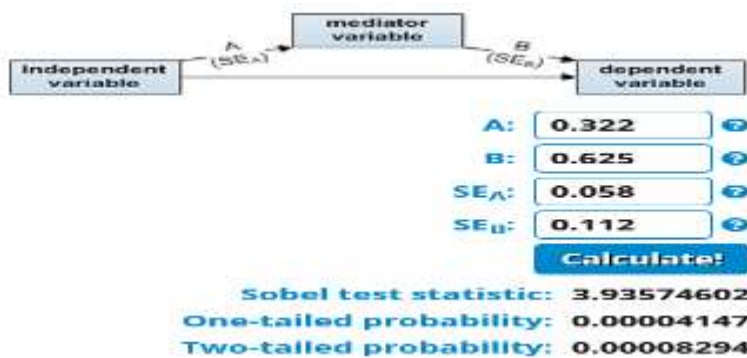


Image. 5 Sobel Test of KI to KiPD through KePD

Thus (H10) which states "Village apparatus engagement is able to mediate the effect of interactional justice on village apparatus performance in Village Government Organisations in Klaten Regency, is accepted".

Based on the study related to the mediating variable of village apparatus attachment, it shows partial mediation, because the exogenous variable affects the mediating variable, the mediating variable affects the endogenous variable and the exogenous variable affects the endogenous variable.

DISCUSSION

From the previous description, it can be stated that this research has produced the following research results: there is a direct or indirect effect between exogenous,

Publication of the European Centre for Research Training and Development-UK endogenous and intervening variables and can be described as follows, that the variables of distributive justice (KD), procedural justice (KP) and interactional justice (KI) directly affect the variable of village apparatus engagement (KePD) and also the performance of village apparatus (KiPD). This shows the alignment of research conducted by Iqbal et al (2017), Hamzah (2020), Murtaza et al, (2021), Özer et al, (2017) and Jain and Rajput (2017) which resulted in research that organisational justice consisting of distributive justice, procedural justice and interactional justice affects employee engagement and the results of research by Tangka et al, (2017), Dike et al, (2021), which resulted in research that organisational justice consisting of distributive justice, procedural justice and interactional justice affects employee engagement and the results of this study are also in line with the results of research by Obeidat (2016), Sitorus et al, (2021) that engagement affects employee performance.

The results showed that the variables of distributive justice (KD), procedural justice (KP) and interactional justice (KI) also affected village apparatus performance through village apparatus engagement (indirect effect).

These results show that social exchange theory is a conceptual paradigm that has a huge impact on the work behaviour of employees in a company or organisation. In this social exchange theory agrees that this social exchange includes a reciprocal design that can produce an obligation (Emerson, 1976) or a theory that describes the relationship between perceived justice and social commitment. However, this theory needs to be supported by the engagement of employees or village officials, so that the exchange process is able to provide mutually beneficial benefits which ultimately can provide comfort, concentration and seriousness for village apparatus in carrying out all their responsibilities and work.

Then the hypothesis which states that: H1: Distributive justice has a significant effect on village apparatus engagement to Village Government Organisations in Klaten Regency, H2: Procedural justice has a significant effect on village apparatus engagement to Village Government Organisations in Klaten Regency, H3: Interactional justice has a significant effect on village apparatus engagement to the Village Government Organisation in Klaten Regency, H4: Distributive justice has a significant effect on village apparatus performance in the Village Government Organisation in Klaten Regency, H5: Procedural justice has a significant effect on village apparatus performance in the Village Government organisation in Klaten Regency, H6: Interactional justice has a significant effect on village apparatus performance in the Village Government Organisation in Klaten Regency, H7: Village apparatus engagement has a significant effect on the performance of village apparatus in the Village Government Organisation in Klaten Regency, H8: Village apparatus engagement is able to mediate the effect of distributive justice on the performance of village apparatus in Village Government Organisation in Klaten Regency, H9: Village apparatus engagement is able to mediate the effect of procedural justice on the

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performance of village apparatus in the Village Government Organisation in Klaten Regency, H10: Village apparatus engagement is able to mediate the effect of interactional justice on the performance of village apparatus in the Village Government Organisation in Klaten Regency, can be accepted.

Hypothesis testing of the effect of distributive justice on village apparatus performance mediated by village apparatus engagement shows a direct effect coefficient of 0.151 and an indirect effect value of 0.246. This shows that the effect of distributive justice on village apparatus performance through village apparatus engagement is positive and the indirect effect coefficient of 0.246 is greater than the direct effect coefficient of 0.151. This means that the better village apparatus engagement has a positive impact on the effect of distributive justice on village apparatus performance.

Hypothesis testing of the effect of procedural justice on village apparatus performance mediated by village apparatus engagement shows a direct effect coefficient of 0.140 and an indirect effect value of 0.216. This shows that the effect of procedural justice on village apparatus performance through village apparatus engagement is positive and the indirect effect coefficient of 0.216 is greater than the direct effect coefficient of 0.140. This means that the better village apparatus engagement has a positive impact on the effect of procedural justice on village apparatus performance.

Hypothesis testing of the effect of interactional justice on village apparatus performance mediated by village apparatus engagement shows a direct effect coefficient of 0.111 and an indirect effect value of 0.201. This shows that the effect of interactional justice on village apparatus performance through village apparatus engagement is positive and the indirect effect coefficient of 0.201 is greater than the direct effect coefficient of 0.111. This means that the better village apparatus engagement has a positive impact on the effect of interactional justice on village apparatus performance.

The results of the study above show that the problems that still exist in the management of village government organisations in the district of Klaten are related to the village development index which is still mostly at the level of developing villages, the management of village assets which are also still in an active condition.

RESEARCH FINDINGS

1. Empirically, this research is able to prove the novelty in research that has resulted, that the effect of procedural justice on performance through village apparatus engagement has a positive and significant effect on village government organisations in Klaten. The results of the mediation test of the direct effect of procedural justice on performance with significant results and the indirect effect of procedural justice on performance through village apparatus engagement are also positive and significant, so village apparatus engagement acts as a mediating variable.

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2. Empirically, this research is able to prove the novelty in the research that results, that the effect of distributive justice on performance through village apparatus engagement has a positive and significant effect on village government organisations in Klaten. The results of the mediation test of the direct effect of distributive justice on performance with positive and significant results and the indirect effect of distributive justice on performance through village apparatus engagement are also positive and significant, so village apparatus engagement plays a role as a mediating variable.

3. Empirically, this research is able to prove the novelty in the research that results, that the effect of interactional justice on performance through village apparatus engagement has a positive and significant effect on village government organisations in Klaten. The results of the mediation test of the direct effect of interactional justice on performance with positive and significant results and the indirect effect of interactional justice on performance through village apparatus engagement are also significant, so village apparatus engagement acts as a mediating variable.

Implications of Research Results

Theoretical Implications

The results of this study provide reinforcement and development of social exchange theory, where this theory is an interaction that is interdependent on the actions of others, thus affecting individuals in the organisation and village apparatus will be motivated in their work and the organisation if they get fair and balanced treatment in the economic aspect (Blau, 1964). The results of this study indicate that the direct significant effect of distributive justice, procedural justice and interactional justice or indirectly through village apparatus engagement to village apparatus performance provides enrichment that not only economic aspects need to be considered, but non-economic aspects also need to get good attention (Emerson, 1976). This is expected to be able to provide a reference in improving village apparatus performance in managing and providing services to the community in Klaten district through increasing good attachment, so that in working village apparatus will consciously undergo their work comfortably, seriously and with full concentration.

Practical Implications

The practical implications of the results of this study result in the influence of distributive justice, procedural justice and interactional justice on village apparatus performance through village apparatus engagement. Village apparatus engagement is needed for human resources in village government organisations to increase seriousness, concentration and comfort at work in order to improve their performance. Village apparatus engagement needs to be continuously improved by increasing the awareness of village apparatus through non-economic aspects such as morality, responsibility and discipline.

Research Limitations

This research in assessing the performance and engagement of village apparatus uses the self-assessment method, so that the assessment results are only obtained from one party and for future research it is still open to use other methods to produce more comprehensive results.

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