
ORGANIZATIONAL JUSTICE, WORK CULTURE, AND EMPLOYEE ENGAGEMENT: THE MEDIATING ROLE OF JOB SATISFACTION

Thasya Winny Arditta¹, Eeng Ahman², Adman³.

Faculty of Economics and Business Education, Universitas Pendidikan
Indonesia, Bandung, Indonesia
tasyawinny19@upi.edu¹, eengahman@upi.edu², adman@upi.edu³.

Abstract

Employee engagement has become a critical concern in human resource management due to its strong links with productivity, innovation, and organizational performance. However, engagement levels remain inconsistent across organizations, suggesting the need to examine its key antecedents and mediating mechanisms. This study investigates how organizational justice and work culture shape employee engagement both directly and indirectly through job satisfaction. A cross-sectional survey involving 200 respondents was administered using an online questionnaire, and the data were analyzed with Partial Least Squares–Structural Equation Modeling (PLS-SEM) in R (semnir). The measurement model demonstrated adequate reliability, convergent validity, and discriminant validity according to Fornell–Larcker criteria. Structural analysis revealed that organizational justice and work culture positively influence employee engagement, while job satisfaction emerged as the most powerful proximal predictor. Among the antecedents, organizational justice exerted a stronger effect on job satisfaction than work culture. Mediation analysis further confirmed that job satisfaction significantly transmits the effects of justice and culture on engagement, indicating partial mediation. Theoretically, the study contributes by integrating four constructs – organizational justice, work culture, job satisfaction, and employee engagement within a unified structural framework, thereby clarifying the central role of job satisfaction as a psychological mechanism. From a managerial perspective, the findings highlight the importance of strengthening procedural and distributive fairness, ensuring transparent policies, conducting consistent performance evaluations, and embedding cultural values into daily routines. By deliberately enhancing job satisfaction, organizations can maximize downstream gains in employee engagement. Despite its contributions, the study is limited by its cross-sectional design and non-probability sampling. Future research should employ longitudinal and multi-source designs, explore moderating variables, and extend the framework across different organizational and cultural contexts..

KeyWords: *organizational justice; work culture; job satisfaction; employee engagement; PLS-SEM*

INTRODUCTION

Employee engagement has emerged as a central issue in human resource management in the era of globalization and workplace disruption. Engagement is not merely an individual psychological state but has a direct influence on organizational outcomes such as

productivity, innovation, and performance. Recent research highlights that meaningful work and job resources significantly shape employee engagement, which in turn impacts job satisfaction and organizational effectiveness (Albrecht et al., 2021). This underscores that enhancing

engagement is a strategic priority for organizations worldwide.

Despite its importance, global trends indicate that engagement remains a persistent challenge. A bibliometric analysis of global research on employee engagement revealed that the literature continues to expand, with growing attention to antecedents such as organizational culture and organizational justice, as well as outcomes like job satisfaction and employee performance (Kişi et al., 2023). This finding emphasizes the urgency of conducting further research to explore factors that foster engagement, particularly through the lens of justice and work culture.

In Indonesia, the challenge of enhancing employee engagement remains a strategic issue across many organizations. Low levels of engagement are often linked to higher turnover intention, reduced loyalty, and declining productivity. Factors such as perceptions of organizational justice and an unsupportive work culture may worsen these conditions. Fairly perceived organizational justice and a positive work culture are believed to foster a more conducive work environment that enhances both employee satisfaction and engagement (The Open Psychology Journal, 2021).

Empirical findings indicate that organizational justice is strongly associated with employee engagement, organizational commitment, and job satisfaction (Ullah et al., 2022). Moreover, job satisfaction has been identified as an intervening variable that strengthens the relationship between engagement and employee performance

(International Journal of Economic, Business, Accounting, Agriculture Management and Sharia Administration, 2023). These insights highlight the urgency of examining the interplay among organizational justice, work culture, job satisfaction, and employee engagement in the Indonesian context, in order to provide both theoretical contributions and practical implications for human resource management strategies.

Organizational justice has long been recognized as a critical determinant of employee attitudes and behaviors. Employees' perceptions of fairness whether distributive, procedural, or interactional shape the extent to which they feel valued and respected within their workplace. Dreven, Malbašić, and Pikl (2025) emphasized that organizational justice functions as a psychological mechanism linking leadership practices to engagement. Their findings suggest that purpose-driven leadership is more effective in enhancing employee engagement when individuals perceive fairness across organizational processes and interactions

Furthermore, organizational justice can also act as a mediating variable that strengthens the relationship between organizational policies and employee engagement. Masaud, Farfara, and Al-Seifawi (2024) argued that corporate social responsibility (CSR) initiatives foster employees' perceptions of fairness. This perception of justice, in turn, cultivates satisfaction, loyalty, and commitment key elements of employee engagement. Accordingly, organizational justice should not only

be viewed as an independent factor but also as a crucial bridge connecting organizational initiatives to enhanced levels of engagement

Work culture is a set of shared values, beliefs, and practices that shape how employees interact and perform within an organization. A strong and positive culture creates a sense of belonging and motivates employees to dedicate themselves more fully to their roles. Lestari et al. (2025) found that organizational culture significantly contributes to employee engagement and performance in public institutions, demonstrating that shared values and norms foster loyalty, responsibility, and proactive behavior. This indicates that work culture is not merely symbolic but serves as a practical foundation for enhancing engagement in the workplace.

Similarly, Hasibuan et al. (2025) revealed that work culture has a direct and significant effect on employee commitment, which in turn influences engagement and performance. When employees experience a culture that emphasizes integrity, innovation, and collaboration, they are more likely to feel emotionally attached to their organization. Furthermore, Nafiudin et al. (2025) highlighted that a supportive work environment an essential dimension of work culture positively impacts engagement by creating fairness, open communication, and psychological safety. These findings collectively reinforce that cultivating a healthy and inclusive work culture is essential to achieving sustainable employee engagement.

Job satisfaction has frequently been conceptualized as an intervening variable that explains how organizational and individual factors translate into employee performance outcomes. For instance, Arimbawa et al. (2025) investigated the effects of work-life balance and compensation on employee performance, with job satisfaction acting as a mediator. Their findings revealed that while work-life balance had no significant influence, compensation positively affected performance through the mediating role of job satisfaction. This indicates that satisfaction derived from fair and adequate compensation can strengthen the link between organizational practices and employee performance

However, the mediating role of job satisfaction does not always show consistent results. Dherisma and Sari (2025) examined the impact of resilience and happiness on nurse performance and tested job satisfaction as a mediating variable. Although resilience and happiness significantly affected both satisfaction and performance, job satisfaction did not prove to be a significant mediator. This suggests that in certain work contexts, such as high-demand healthcare environments, job satisfaction may function more as a direct outcome rather than an intervening mechanism

In contrast, Putri, Wiguna, and Suparmoko (2025) confirmed that job satisfaction significantly mediates the relationship between intrinsic and extrinsic motivation and employee performance in a public-sector organization. Their study showed

that motivated employees performed better when they also experienced job satisfaction, demonstrating the amplifying effect of satisfaction as a mediator. Taken together, these findings illustrate that the mediating role of job satisfaction is context-dependent: it can act as a powerful psychological bridge in some organizational settings while being less effective in others

Previous studies have examined the roles of organizational justice, work culture, job satisfaction, and employee engagement, yet most have addressed these constructs in isolation. For example, Dreven, Malbašić, and Píkl (2025) emphasized the mediating roles of justice and engagement in linking leadership with extra-role behavior, but job satisfaction was not included in their framework. Similarly, Vishnu, Nixon Raj, and Roger (2025) investigated employee retention factors such as interactional justice, fairness in pay, and organizational commitment, yet

METHOD

Research Design

This study employs a quantitative explanatory research design to test the relationships among organizational justice, work culture, job satisfaction, and employee engagement. A structured

the construct of engagement was absent. Gupta et al. (2024) further highlighted the effects of organizational justice on employee mental health and job satisfaction, but their study did not incorporate work culture or engagement. These findings indicate that a significant research gap persists, as few empirical studies have integrated the four constructs into a single comprehensive framework.

Therefore, the present study aims to fill this gap by developing and empirically testing a structural model that links organizational justice and work culture to employee engagement, with job satisfaction serving as a mediating variable. Specifically, the study seeks to examine the direct effects of organizational justice and work culture on engagement and to investigate whether job satisfaction acts as a psychological bridge that strengthens these relationships.

questionnaire using a Likert scale was used to collect data from respondents. The research model is presented in Figure 1, which illustrates the hypothesized direct and indirect effects among the variable.

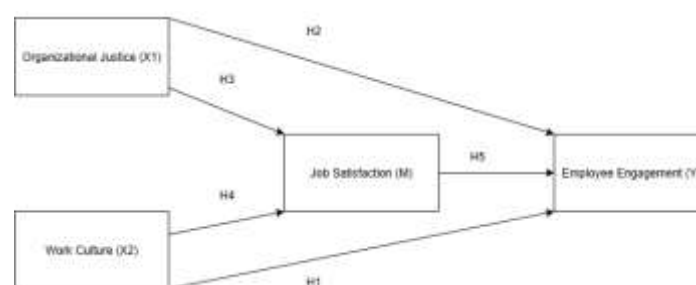


Figure 1 Proposed Research
Model Source: Developed by the author, 2025

This study employed an online questionnaire (Google Forms) as the primary data-collection tool. The online mode was selected for its efficiency, broad reach, and reduced data-entry error, consistent with common practice in web-based surveys (Kumar et al., 2018; Rahi, 2017). A non-probability purposive sampling approach was used to recruit respondents who met predefined inclusion criteria established prior to dissemination (Kumar et al., 2018; Rahi, 2017). Before participation, respondents were presented with an informed-consent statement clarifying voluntary participation, confidentiality, and the academic purpose of the study.

To ensure data quality, core items were set as required to minimize missing values. The form also incorporated response-quality controls, including (where feasible) one-response-per-participant settings, checks for straight-lining, and review of implausible completion times. After screening, 200 valid responses were retained for analysis. Sample adequacy followed the common SEM rule-of-thumb of five to ten respondents per indicator (Hair et al., 2019). Given 42 indicators, a sample of 200 respondents is considered sufficient for model estimation. All items were measured on a five-point Likert scale (1 = strongly disagree to 5 = strongly agree), which is appropriate for attitudinal measurement in online surveys (Kumar et al., 2018).

Measurement

The research instrument consisted of four constructs with indicators adapted from established

studies. Organizational Justice was measured with 16 items covering distributive, procedural, interpersonal, and informational justice, adapted from Colquitt (2001). Work Culture was measured with 12 items based on Denison's (1990) organizational culture model, covering involvement, consistency, adaptability, and mission. Job Satisfaction was measured with 5 items adapted from Spector's (1985) Job Satisfaction Survey. Finally, Employee Engagement was measured with 9 items from the Utrecht Work Engagement Scale (UWES-9) developed by Schaufeli et al. (2002), covering vigor, dedication, and absorption.

Analysis Method

The data analysis in this study employed Partial Least Squares-Structural Equation Modeling (PLS-SEM) implemented in the R environment (via the *semr* package). PLS-SEM was selected because the research involves multiple latent variables with numerous indicators and complex causal relationships, including mediation effects. Compared to Covariance-Based SEM (CB-SEM), PLS-SEM is more flexible as it does not require strict multivariate normality, can be applied with moderate sample sizes, and is prediction-oriented (Hair et al., 2019; Sarstedt et al., 2017). Accordingly, PLS-SEM in R is appropriate for addressing the objectives of this study.

Model evaluation was conducted in two stages: the outer (measurement) model and the inner (structural) model. The outer model assessed the quality of the

measurement instruments. Convergent validity was examined using factor loadings (> 0.70) and Average Variance Extracted (AVE) (> 0.50). Discriminant validity was assessed using the Fornell-Larcker criterion, whereby the square root of AVE on the diagonal should exceed the inter-construct correlations. Construct reliability was evaluated through Composite Reliability (CR) and Cronbach's Alpha, with a minimum threshold of 0.70.

The inner model tested the hypothesized causal relationships among latent variables. We reported R^2 (explained variance of endogenous constructs). Bootstrapping with 5,000 resamples (as recommended by Hair et al., 2019) was performed in R to obtain test statistics and p-values for

the structural paths. The same bootstrapping procedure was used to test the mediating role of Job Satisfaction in the relationships from Organizational Justice and Work Culture to Employee Engagement (specific indirect effects). These procedures ensured valid and reliable measurement and provided empirical insights into both direct and indirect effects among the variables under investigation..

RESULTS and DISCUSSION

Profile Respondent

This study involved 200 respondents with a nearly even gender split: 101 women (50.5%) and 99 men (49.5%). This balance helps reduce potential gender-related bias in interpreting the results. Detailed distributions for age and tenure are presented in Table 1.

Table 1 Respondent Data

Indicator	Criteria	(%)
Gender	Male	49.5
	Female	50.5
Age	<25 years	7.5
	25-29 years	26.5
	30-34 years	29.5
	35-39 years	10
	40-44 years	3
	≥ 50 years	0
Tenure	<1 years	18
	1-2 years	22
	3-4 years	28
	5-6 years	17
	7-9 years	14
	≥ 10 years	1

Structural Model

Table 2 presents the summary of measurement model results, indicating that all constructs have successfully met and even exceeded the recommended thresholds for internal consistency and convergent

validity. Specifically, Cronbach's alpha and composite reliability values for each construct are well above the minimum cut-off of 0.70, suggesting a high degree of reliability and internal consistency. Similarly, the Average Variance Extracted

(AVE) values are all greater than 0.50, demonstrating that the latent constructs explain more than half of the variance of their respective indicators, thereby fulfilling the requirement for convergent validity.

Furthermore, the majority of indicator loadings are substantially higher than the commonly accepted threshold of 0.70, which confirms that the individual items strongly represent their intended constructs. A comparative inspection also reveals that Organizational Justice is the most internally consistent construct, followed by Work Culture, Job

Satisfaction, and Employee Engagement. This ranking suggests that justice-related items are particularly cohesive in capturing employees' perceptions. Taken together, these results provide strong empirical evidence that the measurement model is both reliable and valid. Consequently, the model demonstrates adequate psychometric properties and can be confidently advanced to the next stage of analysis, namely the assessment of structural relationships among the constructs..

Table 2 Construct reliability & convergent validity

Construct	Indicator	Cronbach's Alpha	Composite Reliability (CR)	AVE
Organizational Justice	16	0.968	0.971	0.680
Work Culture	12	0.947	0.954	0.633
Job Satisfaction	5	0.877	0.911	0.671
Employee Engagement	9	0.919	0.933	0.609

Table 3 presents the discriminant validity results using the Fornell Larcker criterion. For each latent variable Organizational Justice, Work Culture, Job Satisfaction, and Employee Engagement the square root of the Average Variance Extracted (AVE) placed on the diagonal exceeds all corresponding inter-construct correlations in the same row and column. This finding indicates that each construct shares more variance with its respective indicators than with any other construct in the model, thereby satisfying the discriminant validity requirement. In practical terms, it confirms that the items used to measure each construct are uniquely capturing the intended latent variable

and are not substantially overlapping with measures of other constructs.

This evidence of discriminant validity complements the earlier results on convergent validity, providing a more comprehensive evaluation of the measurement model's quality. Together, these outcomes demonstrate that the four constructs are empirically distinct and theoretically meaningful, aligning with the conceptual framework of the study. As a result, the measurement model can be considered robust and appropriate, allowing the subsequent structural path analysis to be carried out with greater confidence and reduced risk of biased or inflated relationships due to measurement redundancy.

Table 3 Fornell-Larcker

Construct	Organizational Justice	Work Culture	Job Satisfaction	Employee Engagement
Organizational Justice	0.825	0.400	0.676	0.683
Work Culture	0.400	0.796	0.540	0.571
Job Satisfaction	0.676	0.540	0.819	0.749
Employee Engagement	0.683	0.571	0.749	0.781

Struktural Model

Referring to Table 4 (Structural Paths), all hypothesized relationships are positive and significant (bootstrapping 5,000; $p < .001$), and the 95% confidence intervals do not cross zero. *Organizational Justice* and *Work Culture* both increase *Job Satisfaction* and also exert direct positive effects on *Employee Engagement*. In addition, *Job Satisfaction* itself has a significant positive effect on *Employee Engagement*.

In terms of relative strength, *Organizational Justice* contributes

more to *Job Satisfaction* than *Work Culture*. For *Employee Engagement*, the strongest predictor is *Job Satisfaction*, followed by *Organizational Justice* and then *Work Culture*. The R^2 values indicate moderate-to-substantial explanatory power (≈ 0.54 for *Job Satisfaction* and ≈ 0.65 for *Employee Engagement*), suggesting the structural model adequately explains variance in the endogenous constructs. Practically, enhancing perceived justice and strengthening work culture especially by improving job satisfaction should foster higher employee engagement.

Table 4 Structural Paths

Path	β	SE	z	p	95% CI
Justice → Job Satisfaction	0.547	0.044	12.525	< .001	[0.462; 0.633]
Work Culture → Job Satisfaction	0.321	0.047	6.822	< .001	[0.229; 0.414]
Justice → Employee Engagement	0.311	0.058	5.335	< .001	[0.197; 0.425]
Work Culture → Employee Engagement	0.219	0.055	3.979	< .001	[0.111; 0.327]
Job Satisfaction → Employee Engagement	0.420	0.064	6.544	< .001	[0.294; 0.546]

The findings demonstrate that *Job Satisfaction* functions as a crucial mediating variable in the relationship between *Organizational Justice*, *Work Culture*, and *Employee Engagement*. Specifically, the indirect paths from both justice and culture to

engagement, operating through satisfaction, are positive and statistically significant. This suggests that when employees perceive their organizational environment as fair and culturally supportive, their sense of satisfaction is elevated, which

subsequently fosters stronger engagement. Importantly, the direct effects of Organizational Justice and Work Culture on engagement remain significant even after including the mediator, providing evidence of partial rather than full mediation.

From a methodological standpoint, this conclusion is reinforced by the results of the bootstrapping procedure, in which the confidence intervals for the indirect effects do not cross zero. This provides strong statistical support for the mediating role of satisfaction and enhances confidence in the robustness of the structural model. Substantively, these results highlight that fairness and culture do not influence engagement in isolation but operate synergistically through

employees' psychological evaluation of their jobs.

Practically, the implications are clear: organizations seeking to elevate engagement should adopt a dual strategy. On the one hand, they must institutionalize fair systems – such as transparent performance evaluations, equitable distribution of rewards, and consistent application of policies. On the other hand, they should reinforce positive cultural dimensions, including involvement, consistency, adaptability, and a shared mission. When these initiatives are paired with deliberate efforts to enhance job satisfaction through role clarity, constructive feedback, and recognition practices – the potential for improving engagement is maximized.

Table 5 Indirect (Mediated) Effects – Job Satisfaction as Mediator

Mediated Path	β_{ind}	SE	z	p	95% CI
Justice → Job Satisfaction → Employee Engagement	0.230	0.040	5.800	<.001	[0.152, 0.308]
Work Culture → Job Satisfaction → Employee Engagement	0.135	0.029	4.723	<.001	[0.079, 0.191]

Indirect effects were tested using bootstrapping with 5,000 resamples and 95% confidence intervals. Significance was established when the confidence interval did not cross zero. The mediation focus was the role of Job Satisfaction on two pathways: (1) *Organizational Justice → Job Satisfaction → Employee Engagement* and (2) *Work Culture → Job Satisfaction → Employee Engagement* (see Table 5). The results indicate that both indirect effects are positive and statistically significant, confirming that Job Satisfaction functions as a meaningful psychological mechanism through which Organizational Justice and

Work Culture foster higher Employee Engagement. At the same time, the direct paths from justice and culture to engagement remain significant, a pattern consistent with partial mediation engagement improves both directly due to fair and supportive environments and indirectly via enhanced job satisfaction.

Substantively, the mediation chain originating from Organizational Justice tends to be stronger than the chain originating from Work Culture, underscoring the centrality of perceived fairness (particularly procedural and distributive) in shaping satisfaction

that then elevates engagement. Practically, engagement initiatives should take a two-pronged approach: (i) strengthen organizational justice and core cultural values, and (ii) simultaneously raise job satisfaction (e.g., transparent policies, consistent performance evaluations, role clarity, and high-quality feedback). In combination, these levers optimize engagement through both direct and indirect channels.

Managerial Implications

Building on the evidence that organizational justice and work culture influence employee engagement both directly and indirectly through job satisfaction, the most practical course is to strengthen the “fairness system” and the daily “cultural routines” employees actually experience, while purposefully elevating job satisfaction as the primary conduit. In practice, this means making performance, promotion, and rewards criteria transparent; running consistent, auditable evaluations; explaining the rationale behind decisions; and ensuring supervisor–employee interactions are respectful. In parallel, cultural dimensions employee involvement, value consistency, adaptability, and a shared mission should be translated into operational habits: participatory goal setting, clear ways of working, ongoing learning and improvement forums, and strategy cascaded into team OKRs so that the purpose of work is visible.

Implementation can start with visible “quick wins” that close fairness and culture gaps standardizing feedback rhythms, opening safe voice channels, and

establishing recognition rituals while laying the groundwork for deeper structural changes such as aligning performance and promotion processes and developing manager capabilities in procedural justice and coaching. Over the longer run, organizations should institutionalize periodic fairness audits and integrate satisfaction and engagement indicators into leadership scorecards. To ensure traction, run quarterly pulse checks on justice, culture, satisfaction, and engagement; visualize results by unit and tenure; and follow up on hot spots with small, measurable experiments (e.g., improving feedback quality or rebalancing workloads).

Given that many employees are early- to mid-tenure, special attention to onboarding quality, role clarity, early-career development, and supervisor coaching is likely to yield outsized gains. Throughout, avoid “fairness-washing” policies without practice—by resourcing line managers to deliver on new expectations and communicating trade-offs candidly. Taken together, these actions enable organizations to realize near-term improvements in engagement through visible fixes, while building the systemic foundations via sustained improvements in job satisfaction that support durable, organization-wide engagement.

Theoretical Contributions

This study advances the literature by integrating four core constructs organizational justice, work culture, job satisfaction, and employee engagement within a single structural framework. Moving beyond the dyadic/triadic

examinations common in prior work, the findings reveal two concurrent pathways from organizational conditions to engagement: a direct path and an indirect, affective path via job satisfaction. This clarifies and refines social-exchange and job-resources perspectives by positioning job satisfaction as the primary psychological mechanism through which fairness and culture translate into employees' energy, dedication, and absorption at work.

The study also differentiates the relative roles of justice and culture: justice more strongly shapes satisfaction (the proximal predictor of engagement), while culture contributes in a complementary manner. This helps explain why culture-only initiatives often underperform without a solid foundation of fairness. Methodologically, the research validates a multi-construct, indicator-rich model using PLS-SEM, reinforcing evidence of reliability, convergent validity, and discriminant validity across constructs. Together, these contributions provide a stronger theoretical and measurement base for future studies to test boundary conditions (e.g., moderators), add additional mediators, and replicate across sectors or national contexts.

Limitations and Future Research

This study has several limitations. First, the cross-sectional design constrains causal inference; associations are observed at a single point in time. Second, non-probability purposive sampling and a single self-report source may introduce generalizability concerns and common method variance;

although reliability and validity are adequate, such risk cannot be fully ruled out. Third, the relatively homogeneous context and the focus on four constructs limit the breadth of generalization across sectors/locations. Fourth, using PLS-SEM emphasizes prediction; covariance-based global fit was not assessed, and HTMT was not computed in the present runtime, so discriminant validity relies primarily on the Fornell Larcker criterion.

Future research can address these issues by (i) employing longitudinal or multi-wave designs to assess causal dynamics; (ii) collecting multi-source data (e.g., supervisor/peer ratings) and implementing CMV controls (marker variables, temporal separation); (iii) using probability sampling or replicating across sectors/countries; (iv) testing moderators (e.g., tenure, leadership style, perceived organizational support) and additional mediators (e.g., meaningful work); (v) comparing PLS-SEM and CB-SEM, reporting effect sizes (f^2), predictive relevance (Q^2), and measurement invariance (MICOM) across groups; and (vi) incorporating objective outcomes (performance/retention) or experimental interventions to evaluate how justice and culture raise engagement via job satisfaction.

Discussion

The findings indicate that organizational justice and work culture foster employee engagement through two concurrent routes: a direct effect and an indirect effect via job satisfaction as the primary affective mechanism. This pattern aligns with social-exchange and job-

resources perspectives: fair systems and culturally supportive routines enhance employees' evaluations of their work, which then translate into energy, dedication, and absorption. Importantly, the direct links from justice and culture to engagement remain, pointing to partial mediation and underscoring satisfaction's role as the key conduit.

Regarding relative influence, organizational justice tends to shape satisfaction more strongly than culture, while culture contributes in a complementary way by stabilizing the context that enables engagement. Practically, culture-oriented initiatives work best when grounded in fairness—transparent criteria, consistent evaluations, clear rationales for decisions, and dignified interpersonal treatment. In tandem, activating everyday cultural habits strengthens the pathway from satisfaction to engagement, offering a coherent route to sustained improvements in employee engagement.

CONCLUSION

This study provides clear evidence that organizational justice and work culture enhance employee engagement through two complementary pathways: a direct influence and an indirect mechanism mediated by job satisfaction. The measurement model was shown to be both reliable and valid, while the structural results underscore job satisfaction as the pivotal psychological conduit through which fairness and cultural practices are transformed into higher levels of engagement. Although both antecedents exert meaningful effects, organizational justice emerges as the

stronger determinant of satisfaction, whereas work culture plays a supportive yet essential role in stabilizing the organizational environment. Once satisfaction is established, it becomes the most proximal and powerful driver of engagement, reinforcing its central position in the overall framework.

From a theoretical standpoint, this research advances the literature by integrating four core constructs—organizational justice, work culture, job satisfaction, and employee engagement—into a single explanatory model. The findings help refine social-exchange and job-resources perspectives by clarifying how satisfaction mediates the translation of organizational practices into employee attitudes and behaviors. From a managerial perspective, the study emphasizes the importance of cultivating procedural, distributive, interpersonal, and informational justice, while simultaneously embedding cultural values such as involvement, consistency, adaptability, and mission into daily organizational routines. Deliberate efforts to elevate job satisfaction—through transparent policies, consistent evaluations, constructive feedback, and role clarity—are essential for maximizing engagement outcomes.

Nonetheless, the study is not without limitations. The reliance on cross-sectional data restricts causal inferences, and the use of non-probability sampling may limit generalizability. Future research should therefore consider longitudinal and multi-source designs, explore potential

moderators such as leadership style or tenure, and replicate the model across diverse sectors and cultural contexts. Such extensions would

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