

# The Influence of Procedural Justice, Organizational Trust, and Organizational Commitment on Work Engagement

*Determinant of  
Work Engagement  
in Public Institution*

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## ABSTRACT

This study aims to analyze the influence of five variables, namely procedural justice, organizational trust, organizational commitment, in assessing job crafting's impact on strengthening or weakening the relationship between procedural justice and work engagement. The research is analyzed using Structural Equation Modeling-Partial Least Square (SEM-PLS) with 200 respondents from Civil Servants in the Indonesian National Police (Polri). The results show that procedural justice has a positive effect on organizational trust, organizational commitment, and work engagement. Organizational commitment positively influences work engagement, and job crafting moderates the procedural justice variable's impact on work engagement.

**Keywords:** Procedural Justice, Organizational Trust, Organizational Commitment, Work Engagement and Job Crafting

## INTRODUCTION

In a country, companies or organizations are sure to have human resources capable of optimal performance, competence, and quality (Soelton, 2018), through the provision of training to enhance employees' abilities (Leiter *et al.* 2010; Oore *et al.* 2010). Additionally, there is a need for alignment of perceptions between leaders and employees to achieve organizational goals (Kurniawati *et al.*, 2024; Ramli, 2020a; Rizky *et al.*, 2023; Takaya *et al.*, 2020). The utilization of all human resources along with supporting technology can also be used for efficiency in enhancing company productivity (Diatmono *et al.*, 2020; Imran, Mariam, *et al.*, 2020; Kadir & Ramli, 2024; Meidiyanty *et al.*, 2023; Ramli, 2020b).

In conducting business operations, it is necessary to ensure procedural justice, as it is associated with providing equal procedural services to the public or consumers (Dewi & Ramli, 2023; Mariam *et al.*, 2022; Pratama *et al.*, 2023; Supiati *et al.*, 2021; Van Craen & Skogan, 2017). Supervisors who demonstrate fair procedural behavior daily, as a result of training in procedural justice principles (Ramli, 2020a; Sari & Ramli, 2023; Skogan *et al.*, 2015; Takaya *et al.*, 2020) through transactional leadership between leaders and employees (Strom *et al.* 2014). In addition, Korsgaard & Roberson (1995) and Adler & Kwon (2002) found that procedural justice has a significant positive impact on all dimensions of organizational trust and encourages achieving superior performance (Ahuja & Gupta, 2019; Samuel & Ramli, 2024; Utama *et al.*, 2020; Yunus *et al.*, 2023).

Organizational trust refers to the confidence individuals have when engaging in activities beneficial to themselves and their members without negative repercussions from the company and employees (Mariam *et al.*, 2022; Mishra, 2014; Rumaidlany *et al.*, 2022; Takaya *et al.*, 2019), involving them in decision-making processes (Diatmono *et al.*, 2020; Gunawan & Ramli, 2023; Muneer *et al.*, 2014; Novianti & Ramli, 2023; Ramli, 2017), and being provided

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with trusted coworkers (Harahap & Ramli, 2023; Mariam et al., 2021; M. P. Pratama et al., 2023; Steven et al., 2023; Wolfe & Nix, 2016), which includes horizontal factors such as peers and vertical factors such as supervisors and senior managers (Imran, Mariam, et al., 2020; Mariam & Ramli, 2023; Ramli & Mariam, 2020; Sylvia & Ramli, 2023; Yang et al., 2015), for achieving organizational goals and benefits due to perceived high organizational commitment (Bachtiar et al., 2023; Daley & Vasu, 1998; Mariam et al., 2023; Mariam & Ramli, 2023; Sylviani & Ramli, 2023).

When employees are committed to the organization, they are more inclined to share what they know with their coworkers (Kalim et al., 2024; Mariam et al., 2020; Nurcahyani et al., 2023; Swart et al., 2014). As expressed by Mersi & Koeshartono (2014) and Ni *et al.* (2011), this indicates a level of trust and acceptance among employees towards the company's goals and a willingness to stay with the company (Jafri & Lhamo, 2013; Mariam & Ramli, 2020; Megawaty et al., 2024; Rahmawati & Ramli, 2024; Salma & Ramli, 2023). Therefore, organizational commitment stands out in efforts to fulfill employees' desires (Ramli & Novariani, 2020) and is a prominent indicator for performance (Dirani, 2009) because it aligns with the organization (Chandra et al., 2019; Fu & Deshpande, 2014; Khasanah et al., 2021; Ramli et al., 2020; Rinaldi & Ramli, 2023; Sinurat et al., 2024). If there is a positive perception, the result will be satisfaction, whereas dissatisfaction will occur otherwise (Ramli, 2017). Employees with high organizational commitment are believed to succeed even better than those with low organizational commitment (Chughtai & Sohail, 2006; Ghazmahadi et al., 2020; Imran, Arvian, et al., 2020; Mulyadi et al., 2020; Sukarno et al., 2020). The more enthusiastic and dedicated an individual is, the more engaged they will be in their work (Febriani et al., 2023; Mulya & Ramli, 2023; Schaufeli et al., 2006; Situmorang et al., 2023).

The factors necessary to enhance employee performance is work engagement, which can be influenced by procedural justice, organizational trust, and organizational commitment (Amalia et al., 2024; Indriani & Ramli, 2024; Maharani & Ramli, 2024; Nurdiansyah et al., 2020; Shimazu et al., 2010). This viewpoint is supported by Maslach (2011), suggesting that work engagement may be a norm for most people all the time. Employees showing very low work engagement are likely to quit their jobs or be dismissed by supervisors who typically expect moderate levels of work engagement from their subordinates (Kulikowski, 2022; Mariam & Ramli, 2021; R. A. Pratama et al., 2023b; Ramli, 2020c).

Active participation will create conditions to encourage employees to generate new ideas (job crafting). Additionally, introducing individuals and teams to performance-based compensation will also encourage innovation (Jiménez & Valle, 2005; Asif *et al.* 2019) because companies require creative employees (Madsen & Ulhøi, 2005) who can perform tasks on their own initiative with or without management intervention (Oldham & Hackman, 2010) to build sustainable competitive advantages (Chen & Huang, 2009; Lacerda *et al.* 2016).

Several previous studies have mentioned the interplay among the variables mentioned above, including the positive influence between procedural justice and organizational trust (Schaufeli & Bakker, 2004; Kerdpitak & Jermsittiparsert, 2020). Procedural justice affects organizational commitment, and their relationship is statistically significant (Chughtai & Sohail, 2006; Biswas *et al.* 2013). Procedural justice has a positive influence on work engagement (Wong *et al.* 2002; Strom *et al.* 2014; Chen *et al.* 2015). Organizational trust correlates positively with organizational commitment (Celep & Yilmazturk, 2012; Ramli, 2019), Organizational trust correlates positively with work engagement (Downey *et al.* 2014; Zhong *et al.* 2015). Organizational commitment and work engagement will mutually influence each other in the long term (Aktar & Pangil, 2018; Ahuja & Gupta, 2019) and are interrelated (Cao *et al.* 2019). Procedural justice and organizational commitment positively influence creativity (Asif *et al.* 2019) and employee work engagement (Sakuraya *et al.* 2017; Bakker & Albrecht, 2018; Gordon *et al.* 2018; Dan *et al.* 2020). Procedural justice has a

positive influence on organizational trust, organizational commitment, and work engagement (Ha & Lee, 2022).

The values of professional pride and work engagement are considered the most important values because they are influenced by job satisfaction (Arbol & Ramli, 2024; Mariam & Ramli, 2021; Sukarno, 2001). For Civil Servants of the Indonesian National Police (Polri), this is an extremely important factor because the satisfaction they obtain also determines their positive attitude towards their work, which is influenced by procedural justice (Zellawati *et al.* 2021). However, the author needs to examine whether these variables would strengthen if applied in the Polri Institution using respondents from the Civil Servants of the Polri and connected with the independent variable of procedural justice, considering that research using these variables is still rarely conducted. The difference from the main journals is the addition of the job crafting variable by the author because in State Apparatus institutions such as the Indonesian National Police (Polri), job crafting is a discipline and creativity required in completing tasks serving the legal rights of the community.

The aim of this research is to explore the influence of procedural justice on organizational trust, organizational commitment, and work engagement when moderated by job crafting, thereby contributing to the scholarly field of human resource management by enhancing theoretical understanding of the variables under investigation and providing positive managerial implications for the implementation of job crafting in Police Institutions.

Skogan *et al.* (2015) define procedural justice as treating citizens fairly and with respect. Another understanding is the employees' perception to assess the level of fairness when the organization consistently provides rewards such as wages, employee management systems, and promotions (Kerdpitak & Jermisittiparsert, 2020). It involves the perception of how decisions are made regarding distribution and outcomes (Mayuran, 2013), anticipating the emergence of feelings of unfairness even if the organization's appreciation is high (Leventhal 1980). And according to Quattlebaum *et al.* (2018), it represents a comprehensive change in how personnel perform their tasks.

According to Schaufeli & Bakker (2004), organizational trust is a driving force for integrating the management of organizational members in achieving performance accomplishments, based on theoretical foundations and principles of integrity, honesty, fair play, and precision (Biswas & Kapil, 2017), as well as the influence and cognition of trust (Aryee *et al.* 2002). Research findings from Wang *et al.* (2013) found that organizational trust precedes various workplace outcomes such as role and extra-role behaviors, work engagement, and organizational commitment, which can be observed from how organizations treat employees to respect differences in interests (Berraies *et al.* 2020).

Organizational commitment is defined as the feeling of obligation employees have to remain with the organization, which is generated by the pressure exerted on an individual before entering the organization (Allen & Meyer, 1990; Lambert *et al.* 2005). Yousef's opinion (2016) strengthens the theory above that organizational commitment is a precursor to determining job performance and becomes a spontaneous process that evolves from an individual toward the organization (Messner, 2013). It is measured based on three components (Allen & Meyer, 1990; Shapiro *et al.* 2006; Hart, 2010; Qureshi *et al.* 2015): 1. Affective commitment is related to employees' emotional attachment, identification, and involvement in the organization, leading them to continue working within the organization. 2. Continuance commitment is demonstrated by employees considering costs and benefits, regarding their desire to continue working or to leave the organization. 3. Normative commitment is linked to a sense of obligation to continue working and remaining in the organization.

The theory by Schaufeli *et al.* (2006) regarding work engagement defines it as a positive and satisfying state of mind related to work, characterized by vigor (energy), dedication (enthusiasm), and absorption (immersion). This theory is reinforced by Shimazu *et al.* (2010),

stating that work engagement is a positive state of mind, enthusiasm, and dedication of employees towards their tasks, even if employees overlook the meaning of engagement (Kulikowski, 2022).

Oldham & Hackman (2010) define job crafting as changes that occur on one's own initiative while performing tasks based on needs and resources, with or without management intervention, through activities such as designing, creating, reviewing, and modifying (Khan *et al.* 2022). Both of these opinions support the theory by Wrzesniewski & Dutton (2001) that job crafting is a contextual activity that can enable or disable different situations across various levels and types of jobs. Another theory, as expressed by Ibañez *et al.* (2021), states that job crafting is an employee's active behavior when modifying their work processes through physical or cognitive adjustments, as well as managing tasks and personal relationships within their work environment.

**Relationship between Procedural Justice and Organizational Trust.** Initial research focusing on procedural justice, participation, and voice has revealed mutually beneficial relationships among employees and trust in the organization as a competitive advantage because it can achieve high performance through innovation and learning (Korsgaard & Roberson, 1995). Previous researchers (Schaufeli & Bakker, 2004; De Cremer *et al.* 2006) have also shown significant positive effects between procedural justice and organizational trust. These findings were confirmed by the research of Ha & Lee (2022), which found a unidirectional impact of procedural justice on organizational trust. Furthermore, Aryee *et al.* (2002) stated that procedural justice and organizational trust are interrelated. Based on this research, the following hypothesis is proposed: **H1.** Procedural justice has a positive effect on employees' organizational trust

**Relationship between Procedural Justice and Organizational Commitment.** Commitment is a combination of individual desire with attitudes and behaviors in building and achieving organizational goals, and organizational commitment can enhance performance influenced by job characteristics, leadership, and organizational justice (Meyer *et al.* 2002). Meanwhile, organizational trust shows a significant effect on procedural justice and job-related outcomes such as job satisfaction, willingness to turnover, and organizational commitment (Aryee *et al.* 2002). Procedural justice is positively related to organizational commitment and its relationship is statistically significant (Chughtai & Sohail, 2006). Previous research has also been conducted by McFarlin & Sweeney (1992) and Ha & Lee (2022), showing positive relationships between procedural justice and organizational commitment. Considering the research findings above, the following hypothesis is formulated: **H2.** Procedural justice has a positive effect on employees' organizational commitment.

**Relationship between Procedural Justice and Work Engagement.** Employee work engagement considers individual characteristics and conditions (Macey & Schneider, 2008). Based on the empirical findings of Strom *et al.* (2014) regarding the relationship between procedural justice, leadership style, and work engagement, procedural justice has been shown to influence work engagement, evolving into transactional leadership. Additionally, Biswas *et al.* (2013) revealed a correlation between the two variables and emphasized the importance of this relationship for improving company performance. Previous research has also been conducted by Ha & Lee (2022), indicating a positive relationship between procedural justice and work engagement. Based on the theoretical logic and empirical studies above, the hypothesis is formulated as follows: **H3.** Procedural justice has a positive effect on employees' work engagement

**Relationship between Organizational Trust and Organizational Commitment.** Trust in the organization is associated with job satisfaction, willingness to turnover, and organizational commitment (Aryee *et al.* 2002). Additionally, organizational trust also has a

positive mediation with outcomes such as risk tolerance, work performance, and organizational citizenship behavior (Colquitt *et al.* 2007). Several previous researchers such as Wong *et al.* (2002), Yilmaz (2008), Celep & Yilmazturk (2012), Chen *et al.* (2015), and Ha & Lee (2022) have found a significant positive relationship between organizational trust and organizational commitment. Based on the information and findings above, the hypothesis is formulated as follows: **H4**. Organizational trust has a positive effect on employees' organizational commitment.

**Relationship between Organizational Trust and Work Engagement.** A relationship between the institution and personnel established on the basis of trust and the development of work engagement will impact satisfaction and personal responsibility (Cropanzano & Mitchell, 2005), and this is reinforced by Zhong *et al.* (2015), stating that the system within the company will be closely related to employees' involvement. Previous research by Downey *et al.* (2014), Ahuja & Gupta (2019) and Ha & Lee (2022) has shown similar results that organizational trust and work engagement mutually influence long-term performance. With the correlation of the above variables, the hypothesis is established: **H5**. Organizational trust has a positive effect on employees' work engagement

**Relationship between Organizational Commitment and Work Engagement.** Organizations establish various rules to enhance organizational competence and work engagement based on employees' commitment and willingness (Asif *et al.* 2019). Additionally, Cao *et al.* (2019) and Ha & Lee (2022) have conducted empirical analyses on the relationship between organizational commitment and work engagement, suggesting an association between these two variables. Based on the results of the empirical analysis, the hypothesis can be formulated: **H6**. Organizational commitment has a positive effect on employees' work engagement.

**Moderating Role of Job Crafting.** Innovation related to attitudes such as spontaneous cooperation, task improvement, creativity, and resilience in business simulations. Furthermore, the consequences include work efficacy, and procedural justice within the organization under certain conditions can foster innovation (Streicher *et al.* 2012). The variable of job crafting refers to changes from bottom to top layers in terms of awareness, tasks, and relationships (Gordon *et al.* 2018). Conversely, a negative attitude towards assigned tasks will not be conducive to job crafting (Bond *et al.* 2008), making this approach an effective strategy for enhancing work engagement by placing job significance between employees and the company, thus being cost-efficient and enhancing employee function in the workplace. Furthermore, studies (Sakuraya *et al.* 2017); (Bakker & Albrecht, 2018); (Dan *et al.* 2020) have demonstrated the positive influence of job crafting on employee work engagement. Based on the above research findings, the following hypothesis is proposed: **H7**. Job crafting strengthens the relationship between procedural justice and employee work engagement

## **METHOD**

The size of the population consists of Civil Servants (PNS) within the Indonesian National Police (Polri) is not known precisely due to changes in the total data of PNS which do not have fixed data yet, thus the sampling technique used is purposive sampling, which is the selection of samples according to criteria set by the author (Ernanda & Sugiyono, 2017), namely Civil Servants of the Indonesian National Police (PNS Polri) of both genders who have worked for a minimum of 5 (five) years in the Polri institution. This study is a quantitative research that employs the Structural Equation Modeling (SEM) method with data processing and analysis using Smart Partial Least Squares (SmartPLS) software version 4.0.

In measuring the 5 (five) variables used in this study, a Likert scale is employed ranging from 1 (strongly disagree) to 5 (strongly agree). To assess the procedural justice variable, 7

questions adapted from Leventhal (1980) are utilized. Meanwhile, organizational trust is examined using 7 questions from Alshaabani *et al.* (2022). Organizational commitment is evaluated through 24 questions based on the study by Allen & Meyer (1990), consisting of 8 questions for affective commitment, 8 questions for continuance commitment, and 8 questions for normative commitment. For work engagement, 17 questions are employed (Schaufeli & Bakker, 2004). Measurement of job crafting is conducted using 15 questions (Slemp & Brodrick, 2013) comprising 5 questions for task crafting, 5 questions for cognitive crafting, and The total number of respondents in this study is 200 individuals. According to Kuncoro (2016), for research using SEM, the sample size should be more than 100 individuals. Therefore, with a sample size of 200 individuals, it meets the recommended requirement.

## RESULT AND DISCUSSION

Based on the result of data analysis, the hypothesis testing of the research model can be presented as follows:

Table 1. Research Model Test

Hypothesis	Statement of Hypothesis	T-Value	Description
H1	Procedural Justice positively influences employees' Organizational Trust (PJ – OT)	4,641	data supports the hypotheses
H2	Procedural Justice positively influences employees' Organizational Commitment (PJ – OC)	4,670	data supports the hypotheses
H3	Procedural Justice positively influences employees' Work Engagement (PJ – WE)	3,390	data supports the hypotheses
H4	Organizational Trust positively influences employees' Organizational Commitment (OT – OC)	2,116	data supports the hypotheses
H5	Organizational Trust positively influences employees' Work Engagement (OT – WE)	3,110	data supports the hypotheses
H6	Organizational Commitment positively influences employees' Work Engagement (OC – WE)	2,080	data supports the hypotheses
H7	Job crafting moderates the relationship between Procedural Justice and Work Engagement (JC-PJ&WE)	5,565	data supports the hypotheses

From the results of the hypothesis testing above, it can be seen that all hypothesis values (H1, H2, H3, H4, H5, H6, and H7) have t-values > 1.96, which means all hypothesis values significantly influence their dependent variables. Therefore, it can be said that the results of the hypothesis testing indicate that all hypotheses are supported and can be accepted.

From this study, it was found that there are factors that have been proven to influence work engagement. Among the main factors highlighted is the influence of procedural justice. Another factor is organizational trust in enhancing organizational commitment and its influence on work engagement (as the research object). It is also demonstrated that a factor strengthening the influence of procedural justice on work engagement is the presence of job crafting.

The result of the first hypothesis (**H1**) indicates that procedural justice has a positive effect on organizational trust among Polri employees. This suggests that if Polri aims to enhance

organizational trust, the organization must be able to improve procedural justice for all employees by allowing them the freedom to express their views on the procedures implemented by superiors consistently (Leventhal, 1980), so that employees will also adhere to the established rules.

The implication of this is the provision of ethical and democratic freedom of expression (Cropanzano & Mitchell, 2005) during meetings for the formulation of Standard Operating Procedures (SOP). Trust in personnel during work according to their duties and functions, as well as feedback from leaders, also contributes to increasing organizational trust. Another effort is through appreciation in the form of awards for exceeding task targets, as job satisfaction is a crucial factor in determining a positive attitude towards work and is influenced by procedural justice (Zellawati *et al.* 2021). This is consistent with the study conducted by De Cremer *et al.* (2006) that procedural justice has a positive effect on organizational trust.

The second hypothesis (**H2**) indicates a positive influence of procedural justice on organizational commitment among Polri employees. If organizational commitment among Polri employees is to be enhanced, it will lead to an improvement in procedural justice through efforts to provide freedom to Polri Civil Servants when using procedures established by superiors to uphold ethical and moral standards, enabling employees to remain consistent in their commitment to the organization (Leventhal, 1980).

The activities carried out so far involve fostering relationships with stakeholders (each department within the organization) to commit to executing procedures known as Work Procedure Relationship (WPR/HTCK). It is demonstrated that each employee is provided with a uniform understanding according to their duties and functions. With higher participation, tasks can be carried out collectively, which in turn will result in team performance (Khan *et al.* 2022). Active involvement in the structure of work processes like this is a form of employee commitment to the organization. This is consistent with the findings of Ha & Lee (2022) that procedural justice has a positive impact on employee commitment.

And the result of hypothesis testing the third (**H3**) is that procedural justice correlates positively with work engagement in the Polri, indicating that if work engagement in the workplace is to be increased, procedural justice within the organization must also be enhanced by allowing employees the freedom to use procedures from superiors with accurate information (Leventhal, 1980)..

In the execution of duties, personnel are involved in the creation of procedures according to the level of hierarchy (layers of positions within the Polri hierarchy), so that their content already considers their duties and the competencies of the members. Furthermore, at the individual and group levels, training is provided to enable effective teamwork, open communication, and mutual respect (Leiter *et al.* 2010; Oore *et al.* 2010). As highlighted by Skogan *et al.* (2015), there is a need for training on the principles of procedural justice to shape employee behavior, ensuring that tasks can be carried out smoothly, efficiently, and effectively according to the organization's set targets. This is consistent with research conducted by Strom *et al.* (2014) indicating that procedural justice has a positive relationship with work engagement.

For the fourth hypothesis (**H4**), it was found that organizational trust has a positive influence on the organizational commitment of Polri employees. With this result, if the organizational commitment of Polri employees is to be increased, the level of organizational trust also needs to be raised. Some efforts that can be undertaken, as suggested by Alshaabani *et al.* (2022), include treating employees consistently and ensuring that the organization always acts honestly so that it can be trusted.

The Indonesian National Police (Polri) has endeavored to foster trust among its personnel towards the organization, which will lead to commitment and active participation from its

members, as organizational commitment becomes part of their personal commitment, and the success of the organization will be their success as well. This effort is continuously made to demonstrate that Polri is a shared ownership between the leadership and the staff, thereby creating a unified perception to achieve organizational goals (Niam & Syah, 2019). With organizational support, employees are motivated to exert extra effort towards achieving the organization's objectives (Muneer *et al.* 2014). This is consistent with the findings of the study by Ha & Lee (2022) that organizational trust positively influences organizational commitment.

The fifth hypothesis (**H5**) demonstrates a positive influence of organizational trust on work engagement in the Indonesian National Police (Polri) (Ahuja & Gupta, 2019). This indicates that if the work engagement of Polri's civil servants is to be increased, the level of organizational trust among employees also needs to be enhanced. According to Alshaabani *et al.* (2022), some ways to achieve this include organizational management enhancing integrity and placing full trust in organizational management to handle daily tasks. The decision-making process in meetings involving both leaders and staff members can increase the level of organizational trust among employees. When the opinions and suggestions provided by staff members are accepted by the leadership, it makes personnel feel involved in every step of organizational management, consequently leading to an improvement in employee performance (Shimazu *et al.* 2010). This corroborates the findings of Ahuja & Gupta (2019) that organizational trust has a positive impact on work engagement.

From the sixth hypothesis (**H6**), the results indicate that organizational commitment has a positive influence on work engagement in the Indonesian National Police (Polri). This suggests that if Polri seeks to enhance work engagement, it can be achieved through increasing organizational commitment. According to Allen & Meyer (1990) some ways to accomplish this include creating a situation where organizational issues become employees' issues, which in turn leads personnel to remain loyal to their organization. Efforts made by the Indonesian National Police (Polri) regarding the aforementioned include providing opportunities for self-development, encompassing job competencies and attitudes (motivation, integrity, a sense of belonging to the organization). Organizational commitment is manifested in the tasks of small units by involving their members. Employees with high organizational commitment are believed to perform better than those with low organizational commitment (Chughtai & Sohail, 2006). Thus, achieving organizational commitment will have an impact on performance, rewards, and bonuses because the organization's goals become the employees' goals (sense of belonging), as high organizational commitment will enhance work engagement in the organization (Aktar & Pangil, 2018). This is in line with the research findings of Asif *et al.* (2019) that organizational commitment positively influences work engagement.

For the seventh hypothesis (**H7**), it shows that job crafting proves to moderate the relationship between procedural justice and work engagement. This indicates that job crafting can strengthen the relationship between procedural justice and work engagement, so if work engagement is to be increased, it will result in an increase in procedural justice. There are several ways to achieve this according to Slemp & Brodrick (2013), such as providing tasks that align with employees' skills or interests, mentoring new employees, and reminding each employee of the importance of the work they do for the organization's success. Work initiative is essential in the workplace and is related to innovation in the form of both extensification and intensification to make work more effective and efficient, with or without the involvement of organizational management (Oldham & Hackman, 2010). In the context of the Polri institution, work initiative can be undertaken but should not deviate from Polri's core business, which is security. There are limitations called job leveling, so task execution must align with its core duties and functions. Creating new jobs will require changes in tasks and limitations on ongoing work (Wrzesniewski & Dutton, 2001), but this will have



implications for the limited personnel available, necessitating training (Leiter *et al.* 2010; Oore *et al.* 2010) both individually and in groups. The Computer Assisted Test (CAT) system is also an example of work initiative to address limited systems.

## CONCLUSION

Further recommendations for future researchers include conducting similar studies in other governmental and private organizations. Additionally, incorporating additional variables such as job performance, as suggested by (Ramli & Mariam, 2020), would provide a more comprehensive understanding of the relationships examined in this study.

Limitations of this study include its focus on sampling only Civil Servants, which may not fully represent the entire personnel of the Indonesian National Police (Polri). Therefore, it may not be able to comprehensively measure and evaluate all personnel of Polri across Indonesia.

The managerial implications of this research underscore the significance of implementing procedural justice within the Polri to achieve organizational trust, commitment, and work engagement. It is crucial for the Polri to act more fairly in providing freedom of speech and consistently implementing legal procedures to achieve these goals. Therefore, comprehensive policies need to be developed for its implementation in the field. The perception among Polri personnel that opposing superiors is unacceptable must be eliminated with rules that grant more freedom to employees to express their opinions, think, and be creative in carrying out their duties and responsibilities to behave innovatively. Hence, the recommendation for the Polri institution based on this research is the necessity to enhance procedural justice within the organization as it will increase work engagement, coupled with providing ample opportunities for employees to take work initiatives. Strategies that can be employed include fostering good communication between superiors and subordinates, providing subordinates with opportunities to voice their opinions regarding policies and more complex tasks as efforts to improve the existing procedural justice processes. This, in turn, can lead to an increase in positive perceptions among personnel toward the institution.

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