

Peran Organizational Justice Terhadap Employee Engagement dengan Organizational Identification sebagai Mediator pada Karyawan Generasi Z yang Bekerja di Sektor Perbankan

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Abstrak. Masuknya generasi Z ke dunia kerja menghadirkan tantangan baru bagi organisasi, khususnya terkait kebutuhan akan keadilan, makna kerja, dan keterlibatan karyawan. Penelitian ini menguji pengaruh organizational justice terhadap employee engagement serta peran organizational identification sebagai mediator pada karyawan generasi Z di sektor perbankan. Sebanyak 356 partisipan yang memenuhi kriteria generasi Z dan memiliki masa kerja minimal enam bulan mengikuti survei daring. Pengukuran menggunakan Organizational Justice Scale, Organizational Identification Scale, dan Employee Engagement Scale yang telah diterjemahkan ke Bahasa Indonesia. Analisis Structural Equation Model (SEM) menunjukkan bahwa model mediasi menjelaskan 90% varians employee engagement, dan organizational identification memediasi secara parsial hubungan antara *organizational justice* dan employee engagement. Secara teoretis, temuan ini memperkuat peran keadilan organisasi sebagai konteks yang memfasilitasi proses internalisasi nilai dalam membentuk *employee engagement* karyawan generasi Z, sementara secara praktis menegaskan pentingnya penerapan praktik keadilan yang transparan dan konsisten serta penguatan identifikasi karyawan melalui komunikasi nilai dan tujuan organisasi yang bermakna.

Kata kunci: *Organizational Justice. Organizational Identification, Employee Engagement*

Abstract. *The entry of Generation Z into the workforce presents new challenges for organizations, particularly related to the need for fairness, meaningful work, and employee engagement. This study examines the effect of organizational justice on employee engagement and the mediating role of organizational identification among Generation Z employees in the banking sector. A total of 356 participants who met the generational criteria and had at least six months of work experience completed an online survey. Measurements were conducted using the Organizational Justice Scale, Organizational Identification Scale, and Employee Engagement Scale translated into Indonesian. Structural Equation Modeling (SEM) results show that the mediation model explains 90% of the variance in employee engagement, with organizational identification partially mediating the relationship between organizational justice and employee engagement. Theoretically, these findings reinforce the role of organizational justice as a contextual condition that facilitates value internalization in shaping employee engagement among generation Z employees, while practically highlighting the importance of implementing transparent and consistent justice practices and strengthening organizational identification through meaningful communication of organizational values and goals.*

Keywords: *Organizational Justice. Organizational Identification, Employee Engagement*