

The Influence of Organizational Justice and Organizational Support on Work Motivation Through Work Engagement as a Mediating Variable

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Abstract

Work motivation is an essential factor in supporting employee performance and the effectiveness of higher education institutions. However, employee motivation may decline when organizational justice, organizational support, and psychological attachment to work are not optimally managed. This study aims to analyze the effect of organizational justice and organizational support on work motivation, with work engagement as a mediating variable. This research employed a quantitative approach with descriptive and verification methods. The population consisted of 1,158 educational staff at the Indonesian University of Education, while the sample comprised 298 respondents determined using the Slovin formula with a 5% margin of error and selected through simple random sampling. Data were collected through questionnaires and analyzed using path analysis and the Sobel test. The results show that organizational justice and organizational support have a positive and significant effect on work motivation. Organizational justice and organizational support also have a positive and significant effect on work engagement. Furthermore, work engagement has a positive and significant effect on work motivation and significantly mediates the relationship between organizational justice and organizational support on work motivation. These findings indicate that fair organizational practices and institutional support can strengthen employee motivation, particularly when employees are psychologically engaged in their work. The study contributes to human resource management literature by emphasizing the mediating role of work engagement in explaining how organizational factors influence employee motivation in higher education institutions.

Keywords: Organizational Justice; Organizational Support; Work Motivation; Work Engagement; Higher Education

JEL Classification: M12, M54, J24, I23

1. Introduction

An effective organization is one that can develop the quality of its human resources to achieve its goals. Human resources are inseparable from an organization's effectiveness because their existence is the most important determinant of the success of its vision and mission ([Darmawan](#)

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[& Mardikaningsih, 2021](#)) . To realize this vision and mission, organizations must be able to adapt the quality of their human resources to a dynamic environment ([Nur et al., 2021](#)) . In this context, work motivation is a crucial factor determining the effectiveness of task implementation and sustainability in educational institutions.

The phenomenon of decreasing work motivation or low work motivation can be shown by decreasing levels of absence, this is also in line with what was stated. by Benardin and Russel, quoted by [Kaswan \(2012 :5 \)](#) , states that one of the obstacles in improving company performance is high employee absenteeism or turnover so that the company needs to follow up on this so that employee performance improves again. Data showing a decline in work motivation can be seen from the absence recapitulation graph which explains the high level of employee absence, especially in the 10 – 25 year work period group.

Work motivation describes the internal and external drives that drive individuals to perform optimally in achieving organizational goals. High work motivation contributes to improved performance, *work engagement*, and the quality of educational services. Conversely, low work motivation can lead to various problems, such as decreased productivity, low loyalty, and a weakened sense of service ([Sa'diyah et al., 2025](#)) . Therefore, educational organizations, including the Directorate at the Indonesian University of Education, need to pay attention to the factors that influence employee work motivation in the educational environment.

According to ([Pramudyo, 2016](#)), many factors can influence motivation, including compensation, organizational justice, competence, leadership, work environment, and organizational support. Employees' perceptions of fairness in distribution, procedures, and interactions can increase their motivation and commitment ([Rahayu & Sutisna, 2025](#)). Meanwhile, according to [Sa'diyah et al. \(2025\)](#), organizational justice is an important factor influencing work motivation. Organizational justice refers to individuals' perceptions of how fairly they are treated within the organization, including reward distribution, decision-making procedures, and interpersonal interactions. Organizational Justice is fair treatment in the workplace that effectively improves the organizational justice of group members ([Purnawati et al., 2021](#)) . Issues of injustice can cause dissatisfaction, which, if left unresolved, can lead to deviant behavior in the workplace. Various deviant behaviors such as laziness at work, ignoring company rules, or using company facilities outside of authority. Organizational Justice is the overall perception of what fairness is in the workplace, based on the performance that has been displayed ([Arisandy, 2020](#)) . Employees will feel they have received organizational justice if promotions, wages, salaries, and employee selection procedures are treated fairly. From the above, it can be explained that Organizational Justice is the fair treatment of employees based on the performance they have shown, in line with the position determined by the company's superiors. Previous research findings conducted by [Mada et al., \(2017\)](#) and [Putrie et al., \(2025\)](#) show that organizational justice has a partial positive and significant effect on employee work motivation. Another factor that influences motivation is organizational support. Organizational support is the process by which individuals organize and interpret their sensory impressions to give meaning to their environment. Organizational support for employees can also be demonstrated through feedback and performance evaluations. Employees who feel that their superiors are willing to provide praise or positive feedback to employees who are able to meet work targets and who also feel that they have received positive support from their superiors, then they will be able to work very well in the company ([Karlinda et al., 2022](#))

According to , organizational support exists because it influences various aspects of the

organization's treatment of employees, which, in turn, shapes employees' interpretations of the organization and underlies the motives for such treatment. The theory of organizational support explains that due to mutual benefits, employees will feel a sense of obligation to help the organization achieve its goals because the organization is perceived to care about their well-being. Findings from [Mardiyah's \(2023\)](#) research show that organizational support has a positive and significant effect on work motivation. Meanwhile, research by [Zainal et al. \(2023\)](#) explains that organizational support has a negative and significant effect on work motivation. This indicates a *research gap* so there is an opportunity for research development.

Work engagement is a tool to help organizations gain a competitive advantage in employee engagement, considering that human resources are assets that cannot be imitated by competitors and are valuable if managed properly ([Ambarsari et al., 2021](#)). *Work engagement* itself is described as a positive state of mind, a sense of satisfaction, and work-related characteristics such as absorption, dedication, and vigor ([Orgambí dez et al., 2025](#)). According to [Indoyo & Husna \(2022\)](#), employees with high levels of work engagement tend to show enthusiasm and are able to concentrate fully on their work. In broader organizational and community-based contexts, engagement has also been recognized as an important mechanism for strengthening participation, shared responsibility, and sustainable institutional development ([Wijaya et al., 2026](#)). Therefore, it is important to examine how work engagement as a mediating variable can strengthen the influence of organizational justice and organizational support on work motivation.

2. Literature review

2.1 Organizational Justice

According to Greenberg, as quoted by [Putrie et al. \(2025\)](#), organizational justice is an individual's perception of the fairness of treatment, procedures, and outcomes received in the work environment. This perception is highly subjective, but it strongly influences employee attitudes and work behavior. [Sunaris et al. \(2022\)](#) define organizational justice as an employee's perception of the fairness of decisions made by their superiors. In other words, the organizational justice perceived by each individual depends on their own perception. Meanwhile, [Robbins & Judge \(2021:249\)](#) state that organizational justice is the overall perception of what is fair in the workplace. Employees perceive their organization as fair when they believe that the results they receive, and the manner in which those results are received, are fair.

2.2 Organizational Support

Organizational support is an inseparable part between two parties who need each other, namely the Company and its employees. The definition of organizational support according to [Robbins & Judge \(2024\)](#) is the perception of organizational support is defined as the extent to which employees believe that their organization validates their contributions and cares about their well-being. According to [Karlinda et al \(2022\)](#) Organizational support is the process by which individuals organize and interpret their sensory impressions to give meaning to their environment. Meanwhile, according to [Sunarto & Suparji \(2020\)](#) stated that the perception of organizational support is an employee's perception characterized by a positive attitude of employees regarding the extent to which the organization values their contributions and cares about employee welfare.

2.3 Definition of Motivation

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Motivation is likened to a force that drives someone to act, whether positive or negative ([Sedarmayanti, 2020](#)). Motivation is a process of intensity, direction, and continuous effort (*persistence*) to achieve goals ([Wibowo, 2017](#)). Motivation is the process of arousing, directing, and maintaining *human* behavior toward goal achievement ([Greenberg & Baron, 2003](#)).

2.4 Work Engagement

Work engagement has become a major focus in various organizational studies because it has been shown to significantly contribute to improved performance. According to [Kurniawati & Raharja \(2023\)](#), work engagement refers to the emotional, physical, and cognitive involvement demonstrated by employees in their work and organization. This engagement reflects the extent to which individuals actively and enthusiastically involve themselves in their daily work. Engaged employees typically display a positive attitude toward their work and organization and strive to make their best contribution. [Zada & Ismael \(2023\)](#) noted that organizations with high levels of employee engagement have lower employee turnover, minimal absenteeism, and better retention. Engaged employees not only demonstrate high motivation and job satisfaction but also exhibit a deep dedication to achieving organizational goals. A study by [Shakti et al. \(2021\)](#) confirmed that engaged employees are more focused, proactive, and willing to take extra steps to improve organizational efficiency. In line with these findings, [Kwon \(2024\)](#) explains that employee engagement acts as a source of mental and physical energy that helps drive gradual performance improvements. Over time, this becomes a trigger for the creation of a pattern of continuous improvement, which supports employee development and the continuous achievement of organizational performance.

3. Research methods

A method study is a method used by researchers to collect research data. By using research methods, known connections between variables are investigated, producing a conclusion that clarifies the description of the object. According to [Sekaran & Bougie \(2017\)](#), research methods are essentially a scientific approach to obtaining data for specific purposes and uses.

3.1 Operational Variables

According to [Zulganef \(2018\)](#), a research variable is anything that can be distinguished or has varying values. In this study, the variables are divided into two large groups: independent variables, which are not influenced by or dependent on other variables, and dependent variables, which are influenced by or dependent on other variables. The operational definitions for each variable are as follows:

1. Independent Variable

According to [Zulganef \(2018\)](#), independent variables are variables that influence other dependent variables in relation to the problem being studied.

From the definition above, it can be concluded that the independent variable is not influenced by other variables, where in this study the independent variable is organizational justice (X_1) and Organizational support (X_2).

2. Dependent Variable

According to [Zulganef \(2018\)](#), a dependent variable is a variable whose values depend on or are tied to the values of other variables, or a variable that is dependent *on* other variables.

In this study, the dependent variable is work motivation.

3. Mediating Variables

According to [Sugiyono \(2019\)](#), A mediating variable is a variable that influences (strengthens or weakens) the relationship between the independent and dependent variables. This variable is also called the second independent variable. The mediating variable used in this study is *work engagement*.

3.2 Population and Sampling Techniques

When collecting primary data using the survey method, we need to sample from the population. [Sugiyono \(2022\)](#) states that population is a generalization area consisting of objects/subjects that have certain quantities and characteristics determined by researchers to be studied, and then conclusions are drawn. While the sample is part of the population's quantity and characteristics. The population in the study. This is all over. The sample consisted of 1,158 educational staff at the Indonesian University of Education. The sampling technique used in this study was *probability sampling, specifically simple random sampling*. According to [Sujarweni \(2022\)](#), stated that *simple random sampling* is a sampling technique that provides an equal opportunity for each element or member of the population to be selected as a sample. In the sample measurement technique in this study, the Slovin formula was used. From the calculation results using the Slovin formula with a population of 1,158 people and an error rate of 0.05 (5%), a sample of 297.30 was obtained; the required sample was rounded up to 298 educational staff at the Indonesian University of Education.

3.3 Analysis Test

The analysis used path analysis, according to [Pardede & Manurung \(2014\)](#) Path analysis is a technique for analyzing causal relationships in multiple regression when the independent variable influences the dependent variable not only directly but also indirectly. Simultaneous and partial hypothesis testing and the Sobel test. This Sobel test was conducted to measure the influence of the mediating variable, namely work engagement. ([Ghozali & Latan, 2020](#)) states that when a variable influences the relationship between the independent variable and the dependent variable, the variable is considered intervening/mediating.

4. Findings and Discussion

4.1 Descriptive Analysis Results

The results of the descriptive analysis based on respondents' responses are presented in the following table:

Table 1 summarizes the results of respondents' responses

No	Variables	Average value	Conclusion
1	Organizational justice	3.43	Good
2	Organizational Support	3.48	Good
3	Work motivation	3.39	Enough
4	Work Engagement	3.32	Enough

4.2 Verification Analysis Results

Path Analysis Test Results

The following are the results of the path analysis test, which is formed based on the structural

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equation.

1. Structural equation 1

Table 2. Structural Equation Path Analysis Test 1

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	9,561	1,275		7,498	.000
Organizational justice	.154	.035	.249	4,333	.000
Organizational support	.477	.071	.386	6,710	.000

a. Dependent Variable: Work motivation

Table 2 shows that $\rho_{YX1} = 0.249$ and $\rho_{YX2} = 0.386$. To see the ϵ_1 (error) value, we can look at the R-squared in the model summary table using the residual coefficient formula $1.00 - R\text{-squared}$. The ϵ_1 (error) value is obtained as follows: $\sqrt{1.00 - 0.316} = 0.827$. Therefore, the following structural path analysis equation can be formulated:

$$Y = \rho_{YX1} + \rho_{YX2} + \epsilon_1$$

$$Y = 0.249 (\text{Organizational justice}) + 0.386 (\text{Organizational support}) + 0.827 (\epsilon_1)$$

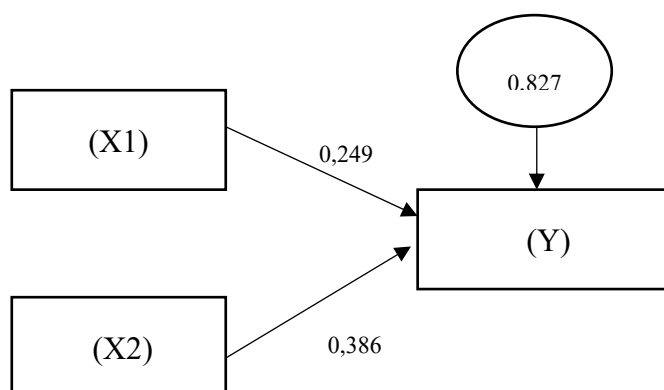


Figure 1. Relationship path of X1 and X2 with Y

2. Structural equation 2

Table 3. Results of the Test of the Determination Coefficient of Structural Equation 2

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.807a	.652	.648	2.56863

a. Predictors: (Constant), Y, X1, X2

Based on Table 3, it can be seen that the path analysis model with the coefficient of determination (R Square) value shows that there is an influence of organizational justice (X1) and organizational support (X2) on work motivation (Y) through *work engagement* together by 65.2%, while the remaining 34.8% (100% - 65.2%) there are likely other aspects that have an

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influence on work motivation (Y) through *work engagement*. Meanwhile, the value of ϵ_1 (error) is $= \sqrt{1 - 0.652} = 59.0\%$. The Adjusted R Square value of 0.648 shows that a large portion of the variation in work motivation through work engagement remains explained by the model after adjustment for the number of independent variables and sample size, providing a more accurate picture.

Table 4. Structural Equation Path Analysis Test 2

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	2,002	.873		2,294	.023
X1	.376	.023	.695	16,395	.000
X2	.123	.048	.114	2,572	.011
Y	.072	.037	.082	1,968	.050

a. Dependent Variable: M

It can be seen from table 4.23 that $\rho_{MX1} = 0.695$, $\rho_{MX2} = 0.114$. Then to see the value of ϵ_2 (error) is by looking at the R square contained in the model summary table with the residual coefficient formula $1.00 - R \text{ square}$. So that the value of ϵ_2 (error) is $= \sqrt{1.00 - 0.652} = 0.590$. Thus, the equation of the structural path analysis 2 can be formulated as follows: $M = \rho_{MX1} + \rho_{MX2} + \epsilon_2$, $M = 0.695$ (Organizational justice) + 0.114 (Organizational support) + 0.590 (ϵ_2).

3. Structural equation 3

Table 5. Results of the Determination Coefficient Test for Structural Equation 2

Model	R	R Square	Adjusted R Square	Standard Error of the Estimate
1	.462 ^a	.213	.210	4.38531

a. Predictors: (Constant), M

Table 6. Structural Equation Path Analysis Test 3

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	15,008	1,008		14,885	.000
M	.526	.059	.462	8,951	.000

a. Dependent Variable: Y

Table 5 shows that $\rho_{MY} = 0.462$. To see the ϵ_3 (error) value, we can look at the R square in the model summary table using the residual coefficient formula $1.00 - R \text{ square}$. The resulting ϵ_2 (error) value is $= \sqrt{1.00 - 0.213} = 0.887$. Therefore, the following structural path analysis equation can be formulated: $M = \rho_{MY} + \epsilon_3$, $M = \rho_Y$, $M = 0.462 Y + 0.887$

4. Path Analysis Diagram

The following is a picture of the overall path analysis which is depicted in Figure 4.

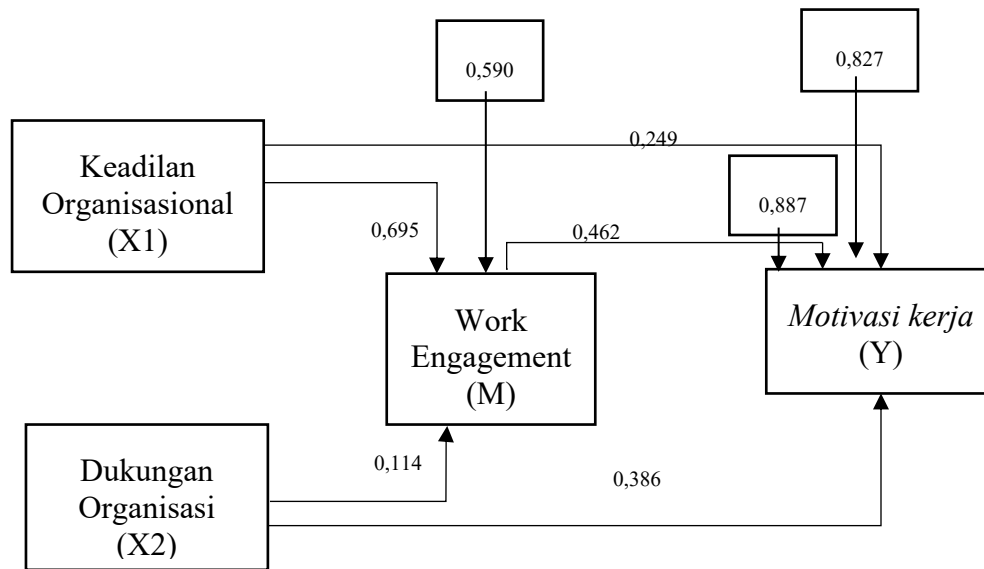


Figure 2. Overall Path Analysis

The direct and indirect influence of variables X1 and X2 on Y through M

1. Direct influence of X1 and X2 on Y:
 $X1 \rightarrow Y = 0.249$; $X2 \rightarrow Y = 0.386$
2. Indirect influence of X1 and X2 on Y through M:
 $X1 \rightarrow Y \text{ via } M = 0.695 \times 0.462 = 0.3211$
 $X2 \rightarrow Y \text{ via } M = 0.114 \times 0.462 = 0.0527$
3. Indirect influence of X1 and X2 on Y:
 $\text{Total } X1 \rightarrow Y = \text{Direct } X1 + \text{Indirect } X1 = 0.249 + 0.3211 = 0.5701$
 $\text{Total } X2 \rightarrow Y = \text{Direct } X2 + \text{Indirect } X2 = 0.386 + 0.0527 = 0.4387$

Sobel Test Hypothesis Test

The Influence of Organizational Justice on Work Motivation through *Work Engagement*

Mediation analysis was conducted to determine whether there was an interaction effect between the independent variable (organizational justice) and the mediating variable (work engagement) on the dependent variable (work motivation). The results of the mediation regression test are presented in Table 4. test uses the formula for count. The value of *the standard error* of the indirect effect of Sab is:

$$Sab = \sqrt{b^2Sa^2 + a^2Sb^2 + Sa^2Sb^2}$$

The Sobel test was conducted using *the Calculate Sobel test software* . In this study, the results of the Sobel test for indirect effects can be seen in the following figure:

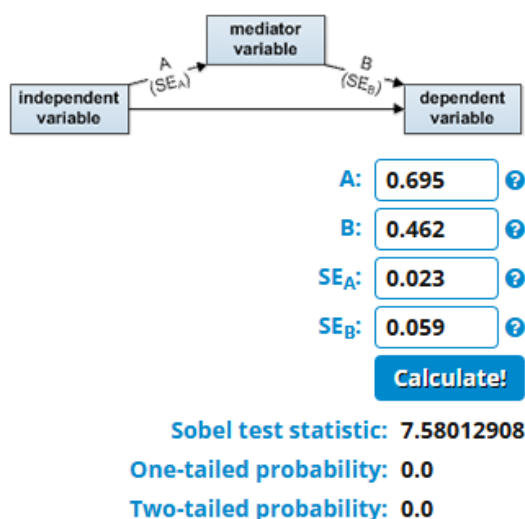


Figure 3. Sobel X1-MY Test Results

From the t-test calculation for the work engagement variable as a mediator in the relationship between organizational justice and work motivation, the t-value was 7.58, exceeding the t-table value of 1.972 (2-tailed), with a p-value of $0.000 < 0.05$. Thus, H_a was accepted and H_o was rejected. This indicates that *work engagement* mediates the influence of organizational justice on work motivation.

The Influence of Organizational Support on Work Motivation through *Work Engagement*

Mediation analysis was conducted to determine whether there is an interaction effect between the independent variable (organizational justice) and the mediating variable (*Work engagement*) on the dependent variable (Work motivation). The results of the mediation regression test are presented in Table 2. The Sobel test was conducted using the *Calculate Sobel test software*. In this study, the results of the indirect effect Sobel test can be seen in the following figure:

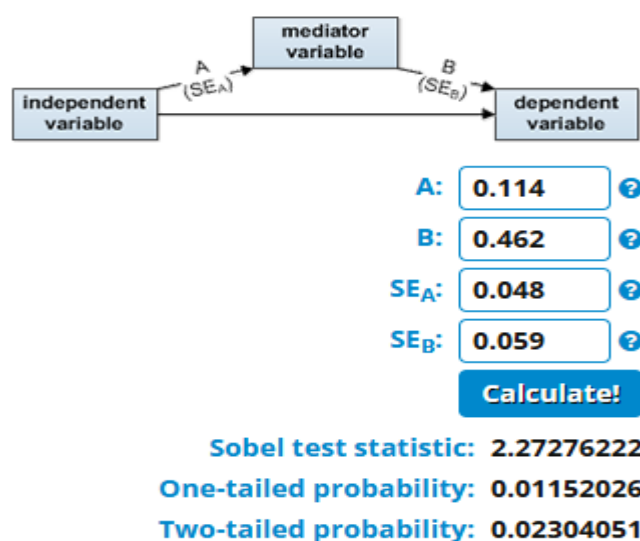


Figure 4. Sobel X2-MY Test Results

From the t-test results, it was obtained that the calculated t-value for *Work engagement* as a mediator was $2.273 > t\text{-table } 1.972$ with a 2-tailed significance value of $0.023 < 0.05$, so that H_a was accepted and H_o was rejected. These results indicate that *work engagement* significantly mediates the influence of organizational support on work motivation .

Significance testing can be seen through the summary in the following table:

Table 7. Summary of Test Results

Variables	Correlation	T count	Sig.	Information
X1 → Y (H1)	0.249	4,333	0,000	Accepted
X2 → Y (H2)	0,386	6,710	0,000	Diterima
X1 → M (H3)	0,695	16,395	0,000	Diterima
X2 → M (H4)	0,114	2,572	0,011	Diterima
M → Y (H5)	0,462	8,951	0,000	Diterima
X1 → M → Y (H6)	0,3211	7,580	0,000	Diterima
X2 → M → Y (H7)	0.0572	2,273	0.023	Accepted

Based on the results of the relationship test between variables in the table above, it is known that all relationships show significant results. Organizational justice (X1) and organizational support (X2) have a positive and significant effect on work motivation. In addition, *work engagement* (M) has been shown to mediate the relationship between organizational justice and organizational support in work motivation.

4.3. Discussion

The findings of this study indicate that organizational justice has a positive and significant effect on work motivation among educational staff in the Directorate environment of the Indonesian University of Education. This result confirms that employees who perceive fairness in the workplace tend to be more motivated to carry out their duties. Fairness in work distribution, decision-making procedures, interpersonal treatment, and institutional policies creates a sense of trust and psychological security. When employees feel the organization treats them fairly, they are more likely to show enthusiasm, take on responsibility, and contribute to institutional goals. This finding is consistent with previous studies by [Mada et al. \(2017\)](#) and [Putrie et al. \(2025\)](#), which found that organizational justice positively contributes to employee work motivation.

Organizational support was also found to have a positive and significant effect on work motivation. This result shows that employees' perceptions of institutional concern, supervisor support, appreciation, and attention to welfare are important factors in encouraging motivation. In the context of higher education institutions, organizational support is not only reflected in material rewards but also in the availability of guidance, recognition, constructive feedback, and concern for employee needs. Employees who perceive that the organization values their contribution tend to develop a stronger sense of obligation to support institutional objectives. This finding supports the organizational support theory, which explains that perceived organizational support can encourage reciprocal attitudes and behaviors from employees. The result is also consistent with [Mardiyah \(2023\)](#), who found that organizational support positively affects work motivation.

Furthermore, organizational justice has a positive and significant effect on work engagement. This finding suggests that fairness within the organization can strengthen employees'

emotional, cognitive, and physical involvement in their work. Employees who perceive fair treatment are more likely to feel respected and valued, which encourages them to become more engaged in their roles. In this study, organizational justice shows a stronger effect on work engagement than organizational support. This indicates that, in the Directorate environment of the Indonesian University of Education, fairness may be a more dominant psychological foundation for building employee engagement. Fair work systems, transparent procedures, and consistent treatment from leaders can increase employees' willingness to dedicate energy and attention to their work.

Organizational support also has a positive and significant effect on work engagement, although the effect is relatively weaker than organizational justice. This finding indicates that support from the organization remains important in shaping employee engagement, but its influence may depend on how employees interpret the quality and consistency of such support. Support that is perceived as formal, limited, or uneven may not be strong enough to generate high engagement. Therefore, organizational support needs to be strengthened through more direct and meaningful practices, such as leadership attention to employee welfare, career development opportunities, fair recognition systems, and constructive communication between leaders and employees.

The study also found that work engagement has a positive and significant effect on work motivation. This result indicates that employees who are engaged in their work tend to have stronger motivation to complete tasks, achieve targets, and contribute to the organization. Work engagement reflects vigor, dedication, and absorption, which can encourage employees to work with greater enthusiasm and persistence. In the context of educational staff, engagement is particularly important because administrative and academic support services require accuracy, consistency, and a service-oriented approach. Engaged employees are more likely to maintain work quality and to be proactive in supporting institutional performance.

The mediation test shows that work engagement significantly mediates the effect of organizational justice on work motivation. This means that organizational justice does not only influence motivation directly, but also indirectly by increasing work engagement. When employees perceive justice in the organization, they become more psychologically connected to their work, which then strengthens their motivation. This finding enriches the understanding of organizational justice by showing that fairness is not merely an administrative issue, but also a psychological driver that shapes employee engagement and motivation.

Work engagement also significantly mediates the effect of organizational support on work motivation. This result indicates that organizational support can improve motivation when it successfully creates stronger employee engagement. In other words, support from the organization needs to be experienced by employees as meaningful, consistent, and relevant to their work. When organizational support increases employees' sense of belonging and involvement, it can further encourage work motivation. This finding explains why organizational support may not always have the same effect in every organization. Its impact depends on whether the support is able to build employee engagement.

Overall, the findings of this study confirm that work motivation is shaped not only by direct organizational factors, such as justice and support, but also by the psychological condition of employees, particularly work engagement. The total effect of organizational justice on work motivation is stronger than the total effect of organizational support. This indicates that fairness is a key factor that should receive serious attention in the management of educational staff.

However, organizational support remains important because it contributes to both engagement and motivation.

Theoretically, this study contributes to the development of human resource management literature by confirming the mediating role of work engagement in the relationship between organizational justice, organizational support, and work motivation. The findings support the view that employee motivation is influenced by both organizational treatment and psychological attachment to work. Practically, the results suggest that university management needs to strengthen fair work systems, transparent policies, supervisor support, employee recognition, and welfare-oriented leadership. Improving these aspects can increase work engagement and, in turn, strengthen employee motivation.

Despite these contributions, this study has several limitations. First, the study was conducted only in the Directorate environment of the Indonesian University of Education, so the findings may not fully represent other higher education institutions. Second, the data were collected through questionnaires, which may reflect respondents' subjective perceptions. Third, the study focused only on organizational justice, organizational support, and work engagement, while other variables such as leadership style, organizational culture, job satisfaction, and compensation may also influence work motivation. Future research is recommended to expand the research sample to include other universities, employ mixed methods, and include additional variables to obtain a more comprehensive understanding of employee work motivation in higher education institutions.

5. Conclusion

Organizational justice in the Directorate within the UPI environment has been implemented well, although there are still below-average assessments, namely regarding work schedules. given the institution is fair . Organizational support still needs to be improved despite receiving a good assessment, especially in the lowest statement, namely that the leader is very concerned about welfare. Employee work motivation in the directorate environment is assessed as high or good but there are still below average assessments with the lowest scores on the statement of complete trust in colleagues both in work and in daily interactions and the statement of feeling respected and appreciated by fellow colleagues. *Work engagement* received a fairly good assessment so it still needs to be improved, especially those who received a low assessment, namely being willing to put all their energy into completing the work.

Organizational justice has a significant positive effect on work motivation in Directorate Employees in UPI. Organizational support has a significant positive effect on work motivation in Directorate Employees in UPI. Organizational justice has a significant positive effect on *work engagement* in Directorate Employees in UPI. Organizational support has a significant positive effect on *work engagement* in Directorate Employees in UPI. *Work engagement* has a significant effect on work motivation in Directorate Employees in UPI. *Work engagement* mediates the effect of organizational justice on work motivation. *Work engagement* significantly mediates the effect of organizational support on work motivation .

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