

The Role of Job Satisfaction Mediates The Effect of Organizational Justice on Organizational Commitment at PT. Karya Tangan Indah – Badung

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ABSTRACT: The implementation of a good management strategy can be achieved by knowing the factors that influence employee organizational commitment. Employee commissioners are where employees can accept organizational goals and will remain or will not leave the organization. Low employee commitment will certainly reduce employee performance which will have an impact on employee performance which will end in decreasing quality of service to the community. The purpose of this study was to determine the role of job satisfaction in mediating the effect of organizational justice on organizational commitment. The study was conducted on a manufacturing sector company engaged in the manufacture of gold and silver-based jewelry named Employees of PT. Karya tangan Indah is located in AbiansemalBadung. This research uses quantitative methods. The sampling technique used was purposive sampling and random samples to obtain 147 respondents. Data collection methods through questionnaires which are then processed using path analysis.

The results of the analysis obtained are Organizational Justice's positive and significant effect on job satisfaction. Organizational Justice has a positive and significant effect on Organizational Commitment. Job satisfaction has a positive and significant impact on Organizational Commitment. Job satisfaction positively and significantly mediates the effect of Organizational Justice on Organizational Commitment. This shows that Organizational Justice provides a significant impact on Organizational Commitment if mediated by job satisfaction, which means that Organizational Commitment is highly dependent on the level of employee job satisfaction and also the level of Organizational Justice given by the company.

KEYWORDS: *Organizational Justice, Job Satisfaction, Organizational Commitment*

I. INTRODUCTION

Human Resources (HR) that support the company's operations. The availability of these resources will depend on the planning and management of the existing human resources in the company. Noe *et al* (2010: 5) say that Human Resources Management (HRM) refers to policies, practices, and systems that affect employee behavior, attitudes, and performance. Many companies call the concept of human resource management a form of human practice. According to Handoko (2018: 4), human resource management is the withdrawal, selection, development, maintenance, and use of human resources to achieve individual and organizational goals. This begins with planning and implementation, employee development, career management, job evaluation, and good working relationships. Human resource management must be implemented properly and continuously by company management to achieve quality human resources.

Companies that realize the importance of human resources for their survival will pay considerable attention to this aspect of human resource management. Studying employee behavior in organizations is one of the most important things, especially in fostering and retaining employees who have the potential to keep employees who have the quality to remain loyal and contribute to the company. One of the company's strategies to retain employees is to continue to increase employee commitment to the organization. Employees who have a high commitment to their organization will encourage organizational success in achieving the goals set (Anggraeni: 2015). Organizational commitment is related to loyalty and loyalty. Abubakar and Majid Al Kathairi (2013) stated that for years practitioners and researchers believe that the loyal commitment of workers is likely to be productive employees. Employees who are loyal to the company certainly have a high organizational commitment. Suma and Lesha (2013) explain Organizational Commitment is a matter that is characterized by three factors namely strong belief and acceptance of organizational goals and values, a strong desire to maintain membership in the organization, and a willingness to direct sufficient effort on behalf of the organization.

Employee commissioners are the degree to which employees can accept the goals of the organization and will remain or will not leave the organization. Low employee commitment will certainly reduce employee performance which will have an impact on employee performance which will end in decreasing quality of service to the community. Indrawati (2013: 1) states that employee commitment will be created through job satisfaction which is supported by conducive working conditions. Maintaining employee commitment, one of the things that can be done by the company is such as giving compensation or bonuses, promotion opportunities, and others in the hope that employees will feel satisfied so they want to continue to contribute to the company.

Satisfaction is an attitude that will affect individual behavior at work that is closely related to the suitability or balance between the expected and reality. Satisfaction felt by individuals in the work can not only be observed from the compensation received but can also be felt from the work environment, coworkers, superiors to work that is the responsibility. According to Hasibuan (2016: 202) job satisfaction is an emotional attitude that is fun and loves work. This attitude is reflected in work morale, discipline, and work performance. The existence of job satisfaction is very important in an organization because it has a significant impact in many fields such as human resource management, organizational behavior, productivity, sociology, and strategic management (Iqbal: 2013). To achieve maximum results, employee job satisfaction must be in every company.

One factor that can increase employee job satisfaction is Organizational Justice (Sethi et. Al.:2013). Job satisfaction can also be explained through one theory of job satisfaction, namely the theory of justice which states that job satisfaction can be created in a person if someone feels justice in the things done and accepted by that person (Rivai and All, 2011: 856). Sutrisno (2012: 142) states that the theory of justice states that every human being always wants justice as a motivator that motivates them to work so that they get satisfaction from the work they have. Employees who feel that they have done so unfairly will reduce the amount of their contribution to the company. Workers will likely react by starting to arrive late, resorting to more severe measures, such as absence and finally deciding to leave. According to Akanbi *et al* (2013), Organizational Justice is a key factor related to the success of each organization. Keeping employees satisfied, committed, and loyal, the organization must pay attention to systems related to employee perceptions of perceived fairness. Because fairness is related to how employees perceive the level of fairness regarding the performance and results they receive (for example, assessment, promotion, and salary increase). Robbins and Hakim (2012) in Sia and Tiffani (2016) state that managers will certainly be motivated to nurture employees regarding perceptions of fairness because they want to ensure employee compliance, maintain a positive corporate identity, and provide satisfaction to employees.

PT. Karya Tangan Indah is a company engaged in the manufacturing of jewelry made of silver and gold. The company, which was founded in 1995, has many employees in the process of manufacturing to marketing products. Product marketing is not only domestically but even abroad. This is why companies need employees who have special and creative expertise in creating product innovation in every session. The resulting product will be maximized if the employee commits to the company because employee commitment greatly affects the performance of the employee itself. But on this company's journey, some problems resulted in less than optimal company operations. One of them was an employee who quit suddenly. Based on preliminary observations through a brief interview, while employees complained about the injustice of what was done with what was received including salary and bonus receipts. This causes dissatisfaction which results in the loss of employee commitment to work for the company which results in the employee being discharged. The following levels of employee turnover that occur in the Production Materials Division can be seen in Table 1.

TABLE 1: TURNOVER RATE OF EMPLOYEES AT PT. KARYA TANGAN INDAH IN 2018

Month	Employees	Employees Hired	Employees Resigned
January	249	5	4
February	250	0	0
March	250	0	0
April	245	0	5
May	247	2	0
June	247	2	2
July	247	0	0
August	243	0	4
September	243	0	0
October	238	0	5
November	233	5	10
December	233	0	0
Total	2.925	14	30
Average	244	1,17	2,5

Source: Department of HRD PT. Karya Tangan Indah

Table 1 shows that the resigned rate of PT. Karya Tangan Indah tends to increase in December 2018. This happened because of the low level of employee job satisfaction and a sense of justice that is less felt by employees which causes no commitment from employees which leads to a desire to leave. The discharge of employees cannot be anticipated by the HRD section seen from the entry of employees is smaller than the discharge of employees. This is because of the reason for the employee's sudden departure. So it can be concluded that the employees at PT. Karya Tangan Indah still has problems at a low level of Organizational Commitment. Thus building employee commitment is very necessary for the company.

The company's leadership has sought to increase employee commitment through job satisfaction by fostering a sense of fairness in employees so that operations run following expectations and can increase business income. One of the efforts made is to enforce routine evaluations in the company to find out various problems that are felt by employees, especially on management policies so that employees remain loyal to the company for the implementation of the company's vision and mission. The implementation of a good management strategy can be achieved by knowing the factors that influence employee organizational commitment. The relationship between Organizational Justice and organizational commitment can be mediated by the existence of employee job satisfaction. Previous research also illustrates that Organizational Justice has a positive and significant effect on job satisfaction Anggraeni (2015), Candika and Chairuel (2018), Sia and Tiffany (2016). And organizational justice affects organizational commitment through job satisfaction Nurmaladita and Warsindah (2015), Sancoko and Pangabean (2015).

II. CONCEPTUAL MODEL AND HYPOTHESIS DEVELOPMENT

The Effect of Organizational Justice on Job Satisfaction

Organizational justice is an employee's perception of the balance or suitability of what is received with what has been given to the company. While job satisfaction is a happy feeling felt by employees for what is received. Higher justice will foster a sense of satisfaction in the employees themselves. This was proven by the results of research conducted by Anggraeni (2015), Candika and Chairuel (2018), Sia and Tiffany (2016), Saadati *et al* (2016), Irawan and Sudarma (2016), Putra and Indrawati (2018) who obtained the result that Organizational Justice has a direct positive and significant effect on job satisfaction. So that in this study the following hypothesis was proposed.

H₁: There is a positive and significant effect of organizational justice and job satisfaction at PT. Karya tangan Indah Badung.

The Effect of Organizational Justice on Organizational Commitment

Conformity to what is received with what has been given to the company will foster commitment in an employee. Organizational Commitment is the desire of employees to continue to contribute to the company. Fairness felt by employees will increase commitment to keep working for the company. This is evidenced by the results of research conducted by Nurmaladita and Warsindah (2015), Saadati *et al* (2016), Hutagalung and Wibawa (2018) Candika and Chairuel (2018), Tafti *et al* (2014), Suwandana (2016) who obtained results that Organizational Justice has a positive and significant effect on organizational commitment. So that in this study the following hypothesis was proposed.

H₂: There is a positive and significant influence between organizational justice and organizational committee at PT. Karya tangan Indah Badung.

The Effect of Job Satisfaction on Organizational Commitment

The Feelings of pleasure of an employee for his work greatly affect the work of employees to the company. Organizational Commitment which is the desire of employees to continue to contribute to the company is influenced by these feelings of pleasure. Job satisfaction felt by employees will increase commitment to keep working for the company. This was evidenced by the results of research conducted by Anggraeni (2015), Sancoko and Pangabean (2015), Suwandana (2016), Putra and Indrawati (2018), Akbar *et al* (2016) who found that job satisfaction had a positive and significant effect on Organizational Commitment. So that in this study the following hypothesis was proposed.

H₃: There is a positive and significant effect between job satisfaction and organizational commitment at PT. PT. Karya tangan Indah Badung.

Indirect Effect of Organizational Justice on Organizational Commitment by Job Satisfaction

Organizational Commitment is the desire of employees to continue to contribute to the company. Employee commitment can be realized by Organizational Justice factors indirectly through job satisfaction. This is evidenced by the results of research conducted by Nurmaladita and Warsindah (2015), Anggraeni (2015), Sancoko and Pangabean (2015), Irawan and Sudarma (2016), Putra and Indrawati (2018) who obtained the results that job satisfaction was proven to influence the relationship between Organizational Justice and

Organizational Commitment.

H4: There is a significant effect between organizational justice on organizational commitment indirectly through job satisfaction at PT. PT. Karya tangan Indah Badung.

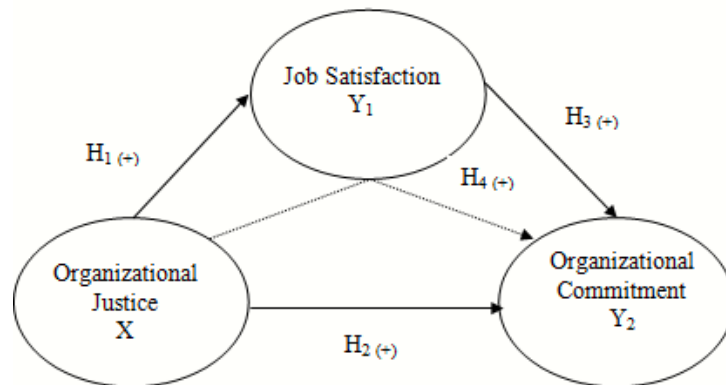


Figure 1: Conceptual Model

III. RESEARCH METHODOLOGY

This study was classified into associative research to determine the relationship of one variable with another variable (Sugiyono, 2017: 20). This research was conducted at PT. Karya tangan Indah located at Banjar Baturning, Mambal Village, Abiansemal District, Badung Regency - Bali. This company is a company engaged in the jewelry manufacturing industry. The company's operational activities ranging from manufacturing to marketing, this is what makes the company requires to have many employees. With so many employees there are certainly many interesting issues to study, one of which is related to the role of job satisfaction in mediating the effect of organizational justice on organizational commitment. The object of this study is the factors that influence organizational commitment as seen from the level of organizational justice and the role of job satisfaction in mediating the effect of organizational justice on organizational commitment at PT. Karya tangan Indah B. The population selected in this study were employees in the Production Materials section who worked at PT. Karya tangan Indah with a total of 233 people consisting of managers, assistant managers, supervisors, and production material staff. Samples were taken using a probability sampling method which is a random or random sampling method (Sugiyono: 2017). By using simple random sampling, each employee in the production material division has the same opportunity to become a sample in this study. The questionnaire was distributed as many as 147 distributed randomly. Data collection in this study was carried out using the method of observation, interviews, questionnaires. Data analysis techniques used are path analysis and the Sobel test.

IV. RESEARCH FINDING AND DISCUSSION

The characteristics of research respondents are the profiles of the 147 respondents who participated in filling out the research questionnaire. The research data were obtained from the results of a questionnaire that had been distributed to research respondents totaling 147 respondents. The characteristics of the respondents studied included age, gender, and working period. A summary of the characteristics of respondents could be seen in Table 2 as follows:

TABLE 2: RESPONDENT CHARACTERISTICS

No	Characteristic	Classification	Respondent	Percentage (%)
1	Age	10 - 20 years old	21	14.29
		21 – 30 years old	82	55.78
		31 – 40 years old	30	20.41
		41 – 50 years old	12	8.16
		50 - 60 years old	2	1.36
Total			147	100
2	Gender	Male	93	63.27
		Female	54	36.73
Total			147	100
3	Working Period	≤ 1 year	26	17.69
		1 – 5 years	64	43.54
		6 – 10 years	41	27.89
		> 10 years	16	10.88
Total			147	100

Source: PT. Karya Tangan Indah Badung

Table 2 shows that employees are dominated by 21-30 years old with a total of 82 people or 55.78 percent followed by employees aged 31-40 years as many as 30 people or 20.41 percent, employees under 20 years are 21 people or 14.29 percent of employees aged 41-50 years as many as 12 people or 8.16 percent and lastly employees aged over 50 years only as many as 2 people or 1.36 percent. Most of the employees were 93 men or 62.33 percent and 54 women or 36.73 percent. Based on the working period, it can be seen that employees with a working period of 1 - 5 years are the highest compared to the others.

a) Path Analysis

TABLE 3: THE RESULT OF PATH ANALYSIS SUBSTRUCTURE 1

Model	Unstandardized Coefficients		Standardized	t	Sig.	
	B	Std. Error	Coefficients Beta			
1	(Constant)	9.426	1.128	8.357	.000	
	Organizational Justice	.834	.108	.540	7.727	.000
R Square		0,292				
F Statistic		59,702				
Sig. F		0,000				

Source: Data Processed, 2019

The results of the path analysis as presented in Table 3 then could be made structural equation 1 as follows.

$$M = \alpha + \beta_1 X_1 + e_1$$

$$M = 9,426 + 0,834 + 0,108$$

The coefficient value of the organizational justice variable is positive with a significance value of the t-test less than 0.05. This shows that the variable organizational justice has a positive and significant effect on variable job satisfaction. The magnitude of the influence of independent variables on the dependent variable shown by the determination value or r^2 of 0.292 means that 29.2 percent of job satisfaction variations are influenced by variations in organizational justice, while the remaining 70.8 percent is explained by other factors not included in the model research.

TABLE 4: THE RESULT OF PATH ANALYSIS SUBSTRUCTURE 2

Model	Unstandardized Coefficients		Standardized	t	Sig.	
	B	Std. Error	Coefficients Beta			
1	(Constant)	.255	.721	.353	.724	
	Organizational Justice	.170	.067	.158	2.525	.013
	Job satisfaction	.475	.044	.680	10.905	.000
R Square		0,603				
F Statistic		109,449				
Sig. F		0,000				

Source: Data Processed, 2019

The results of path analysis as presented in table 4 then the structural equation 2 could be made as follows.

$$Y = \alpha + \beta_2 X + \beta_3 M + e_1$$

$$Y = 0,255 + 0,170 + 0,475 + 0,044$$

The coefficient values of organizational justice and job satisfaction variables are each positive with a significance value of t-test less than 0.05. This shows that the variable organizational justice and job satisfaction have a positive and significant effect on the variable organizational commitment. The magnitude of the effect of independent variables on the dependent variable shown by the determination value or r^2 of 0.603 means that 60.3 percent of the variation in organizational commitment is influenced by variations in organizational justice and job satisfaction, while the remaining 39.7 percent is explained by other factors that are not included in the research model.

b) Test the value of the coefficient of determination (R^2) and the error variable (e)

A total determination value of 0.662 can be interpreted that as much as 66.2 percent of the variation in organizational commitment is influenced by variations in organizational justice and job satisfaction, while the remaining 33.8 percent is influenced by other factors not explained in the research model.

c) Final Conceptual Model

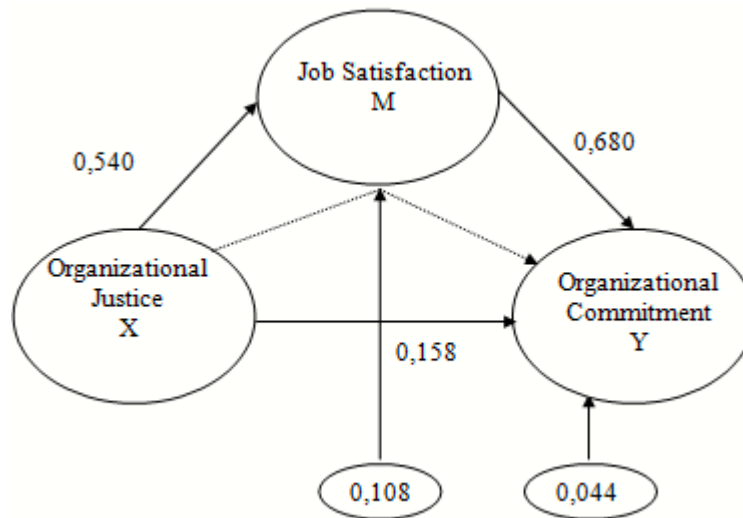


Figure 2: Final Conceptual Model

d) Direct, Indirect and Total Effect

The final path diagram model in Figure 2 can be calculated the magnitude of direct and indirect effects as well as the total effect between variables. The calculation of the effect between variables is summarized in Table 5.

TABLE 5: DIRECT EFFECT, INDIRECT EFFECT, AND TOTAL EFFECT

Variables Effect	Direct Effect	Indirect Effect by Job Satisfaction(Y1) ($\beta_1 \times \beta_3$)	Total Effect
The Effect of Organizational Justice on Job Satisfaction	0,540	-	0,540
The Effect of Organizational Justice on Organizational Commitment	0,158	0,367	0,525
The Effect Job Satisfaction on Organizational Commitment	0,680	-	0,680

Source: Data Processed, 2019

Table 5 shows that the direct effect of organizational justice on job satisfaction is about 0.540. The direct effect of the organizational justice variable on organizational commitment is 0.158. The effect of job satisfaction on organizational justice is 0.680. This means that the variable organizational commitment is more influenced by job satisfaction compared to organizational justice. While the indirect effect of organizational justice variables on organizational commitment is 0.367. This explains that the total effect of job satisfaction on organizational commitment is greater than the effect of organizational justice through job satisfaction on organizational commitment.

e) The Result of Sobel Test

The result of z value was 78,128 > 1,96. This means that job satisfaction has a positive and significant effect as a variable that mediates the relationship between Organizational Justice and Organizational Commitment.

f) The Result of the VAF Test

VAF is a measure of how large the mediating variable can absorb the direct influence that was previously significant from the non-mediating model. VAF test results obtained in the study of 56.7 percent which is more than 20 percent, can be explained that there is a mediating effect which means the variable job satisfaction is a partial meditation.

g) Discussion

The Effect of Organizational Justice on Job Satisfaction

The effect of organizational justice on job satisfaction obtained a significance value of 0,000 with a beta coefficient of 0.540 positive value. The significance value obtained is less than 0.05, which means H0 is rejected and H1 is accepted. This result means that Organizational Justice has a positive and significant effect on job satisfaction. Organizational Justice is a reflection of the extent to which employees see how they are treated

fairly at work including perceptions about how decisions are made regarding the distribution of results (procedural fairness) and the perceived fairness of those results themselves. Based on this explanation, it can be interpreted that when an employee feels that he has been treated fairly by the company, he will be encouraged to continue to contribute as much as possible to the company in the hope of receiving maximum rewards as well. This is following research conducted by Anggraeni (2015), Candika and Chairuel (2018), Sia and Tiffany (2016), Saadatiet al (2016), Irawan and Sudarma (2016), Putra and Indrawati (2018) who obtained results that Organizational Justice has a positive and significant direct effect on job satisfaction. Thus stated there is a positive and significant effect between job satisfaction on organizational commitment.

The Effect of Organizational Justice on Organizational Commitment

The effect of organizational justice on organizational commitment obtained a significance value of 0.013 with a beta coefficient of 0.158 positive value. The significance value obtained is smaller than 0.05, which means H0 is rejected and H1 is accepted. This result means that Organizational Justice has a positive and significant effect on organizational commitment. Organizational justice is a reflection of the extent to which employees see how they are treated fairly at work including perceptions about how decisions are made regarding the distribution of results (procedural fairness) and the perceived fairness of those results themselves. Based on this explanation, it can be interpreted that when employees feel that they have been treated fairly by the company, they will be encouraged to continue to contribute as much as possible to the company in the hope that they will receive the maximum rewards as well. This is consistent with research conducted by Nurmaladita and Warsindah (2015), Saadatiet al (2016), Hutagalung and Wibawa (2018) Candika and Chairuel (2018), Taftiet al (2014), Suwandana (2016) who obtained results that Organizational Justice has a positive and significant effect on organizational commitment. Thus stated there is a positive and significant effect between organizational justice on organizational commitment.

The Effect of Job Satisfaction on Organizational Commitment

The effect of job satisfaction on Organizational Commitment obtained a significance value of 0,000 with a beta coefficient of 0.680 positive value. The significance value obtained is smaller than 0.05, which means H0 is rejected and H1 is accepted. This result means that job satisfaction has a positive and significant effect on organizational commitment. Job satisfaction is a pleasant emotional attitude and loves his job. Factors that cause employees to be satisfied or not work include salary satisfaction, promotions, coworkers, superiors, and the job itself. Based on these explanations it can be interpreted that when employees who are satisfied generate feelings of pleasure and happiness that will be motivated to continue to contribute as much as possible to the company in the hope of receiving the appropriate rewards. This is the following research conducted by Anggraeni (2015), Sancoko and Pangabea (2015), Suwandana (2016) Putra and Indrawati (2018), Akbar *et al* (2016) who obtained the results that job satisfaction had a positive and significant effect on organizational commitment. Thus stated there is a positive and significant effect between job satisfaction on organizational commitment.

Indirect Effect of Organizational Justice on Organizational Commitment by Job Satisfaction

The results of data analysis obtained the calculated Z value of $78.128 > 1.96$. This means that job satisfaction has a positive and significant effect as a variable that mediates the relationship between Organizational Justice and Organizational Commitment. Besides the VAF value of 56.7% which is more than 20 percent, it can be explained that there is a mediating effect which means the variable job satisfaction is a partial mediation (partial meditation). Where the results of the examination of mediation tests have shown that according to the criteria for exogenous influence on mediating variables ($0.00 < 0.05$) is significant, the effect of mediation variables on endogenous variables ($0.00 < 0.05$) is significant, the direct influence of exogenous variables towards endogenous variables involving mediating variables ($0.00 < 0.05$) is significant. This explains that Organizational Justice can encourage employees to continue to contribute to the company because they feel satisfied with the justice that has been given. Every increase in fairness felt will increase employee satisfaction which will affect the increase in employee organizational commitment. Thus, job satisfaction as a partial mediating variable between the influence of Organizational Justice on Organizational Commitment.

V. CONCLUSIONS AND SUGGESTIONS

Based on the results of the research analysis and the results of the discussion in the previous chapter, the conclusions of this study are as follows:

- 1) Organizational justice has a positive and significant effect on job satisfaction. This shows that every increase in organizational justice will increase the job satisfaction of employees of PT Karya tangan Indah-Badung.
- 2) Organizational Justice has a positive and significant effect on organizational commitment. This shows that every increase in Organizational Justice will increase the Organizational Commitment of

employees of PT Karya tangan Indah-Badung.

- 3) Job satisfaction has a positive and significant effect on organizational commitment. This shows that every increase in job satisfaction will increase the Organizational Commitment of PT Karya tangan Indah-Badung employees.
- 4) Job satisfaction positively and significantly mediates the effect of organizational justice on organizational commitment. This shows that organizational justice provides a significant impact on an organizational commitment if mediated by job satisfaction, which means that organizational commitment is highly dependent on the level of employee job satisfaction and also the level of organizational justice given by the company.

Suggestions that can be delivered in determining policies related to Organizational Commitment to employees of PT. Karya tangan Indah-Badung in the future is as follows.

- 1) Management is expected to consider all company policies fairly. Based on the distribution of questionnaires related to Organizational Justice in the statement "I feel the salary I received is following working hours and workloads" has a low score, to increase the sense of fairness in employees in the provision of salary so that it can be adjusted, as well as the provision of salary adjusted to the position and workload, reward or bonus for each employee's achievement.
- 2) The management is expected to further improve employee job satisfaction by paying attention to matters related to something that can improve job satisfaction itself. Based on the results of the questionnaire stating "Employees get a fair promotion" get a low score ", so to improve job satisfaction employees can promote employees who have the best performance.
- 3) In increasing employee commitment, in addition to paying attention to Organizational Justice and job satisfaction, management is also expected to be able to increase commitment by fostering a sense of responsibility within employees. This can be done with the correct division of responsibilities.

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