

EFFECT OF JOB SATISFACTION, PERCEPTION OF ORGANIZATIONAL JUSTICE, AND EMPLOYEE EMPOWERMENT TOWARDS ORGANIZATIONAL COMMITMENT

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ABSTRACT: The purpose of this research is to explain the influence of job satisfaction, perception of organizational justice and employee empowerment towards organizational commitment. This research was carried out on civil servants of the Denpasar City Regional Secretariat, with the number of samples determined using the Slovin formula of as many as 60 civil servants. The data were analyzed using multiple linear regression analysis techniques. Data collection through interviews and the dissemination of questionnaires. The results of this study show that work complacency has a positive and significant influence on organizational commitment. The perception of organizational fairness has a positive and significant influence on organizational commitment. Employee empowerment has a positive and significant influence on organizational commitment. Theoretically this research also provides an understanding that job satisfaction, organizational justice and employee empowerment can significantly increase organizational commitment to civil servants in Denpasar

Keywords: job satisfaction, perception of organizational justice, employee empowerment, organizational commitment

I. INTRODUCTION

Individual performance is the key to success for the organization, so the role of HUMAN RESOURCES is very important for the continuity of activities in the company. Organizations need to improve themselves to be more effective, so that human resources can work better. Widayanti (2016) stated that one of the problems often faced by companies regarding human resources is how to keep employees committed to the company. One of the objectives that the organization always wants is for its employees to have organizational commitment behavior. One of the steps taken by the organization in an effort to improve organizational commitment behavior is to pay attention to factors such as job satisfaction, organizational justice and employee empowerment, as well as the Denpasar Regional Secretariat.

This research was carried out in the Regional Secretariat of Denpasar City which has the vision "Realizing the Development of Denpasar City with Cultural Insights Imbued by Hinduism Based on Tri Hita Karana". Denpasar City Regional Secretariat has 150 civil servants and 260 honorary employees. In this research focuses research on Civil Servants (CIVIL SERVANTS), where in carrying out its activities experience problems regarding job satisfaction of organizational justice and employee empowerment. The problem related to job satisfaction is that the performance allowance obtained is still considered less in accordance with the specified workload, because according to Perwali No. 16 Year 2017 on criteria and the amount of additional income based on work performance to civil servants CHAPTER III Article 3 the value of performance

allowances is given based on the level of position. This causes a decrease in productivity because the job satisfaction of employees has not been as expected.

The problem related to organizational justice in the Denpasar City Regional Secretariat is the

application of fingerprint attendance rules that require civil servants to perform morning absences from 07.00-07.30 wita and afternoon absences from 15.30-18.00 wita. This is felt by civil servants is not fair because there are some civil servants who work more than working hours (over time) so forget to do absentee returns, but when there is an evaluation of attendance fingerprints of civil servants who overtime is declared "preceding" by the system.

The problem related to the empowerment of employees in the Denpasar City Regional Secretariat is that there is still a lack of technological mastery ability so that there is a delay in carrying out the task given. Technology today plays a role in many tasks given to civil servants so that for employees who do not master the technology causes low productivity.

Problems related to organizational commitments include some civil servants have not been able to do work in accordance with the specified time target, which means the employee is inconsistent in terms of work time. In addition, not all employees want to be involved in some activities in the organization such as during the service work in the Denpasar City Regional Secretariat only a few employees who participated in the activity and showed employees who did not participate in the activities did not show the behavior of organizational commitment to the maximum. Based on these problems, the purpose of this research is to explain the influence of job satisfaction, perception of organizational justice and employee empowerment towards organizational commitment.

II. LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

Social exchange theory explains individuals in organizations enter into exchange relationships with others because of the motivation to earn rewards. Social exchange theory will imply that employees are treated well by the company so that employees have a commitment to respond with positive behavior through employee performance. The desire to achieve a balance between what is obtained and what is desired can be explained by the theory of social exchange from (Blau, 1964). Commitment can be considered as a form of employee reciprocity to what they receive from the organization.

Job satisfaction does not force employees to reassess their attachment to the entire organization (Putra et al., 2016). Satisfied employees tend to remain more loyal to their organization. In general, when people are satisfied with their work, they tend to feel a positive attitude associated with their work. Their minds are convinced that, other jobs/jobs will not prove to be better than they are. Therefore, it is less likely that they will change jobs (Puspitawati and Riana, 2014). Employees want to stay with their company and work hard in their work. Furthermore, to maintain the existing satisfied work, employees will exert more and work effectively, which is valuable to the company. Therefore, for the purpose of increasing the level of employee commitment, managers can try to increase the level of job satisfaction of their employees (Côté and P. Heslin, 2003). The hypothesis is as follows.

H1: There is a significant positive influence of job satisfaction on organizational commitment.

According to equity theory, one observes others in a social environment, analyzing the perceived ratio of input to yield to the ratio (the same fraction) of others. If the reference ratio is similar to the perceived ratio of its own input to yield then Equity exists. On the contrary injustice exists if there is an unequally matched input for the proportion of results between the reference and the individual. Feelings of unfairness prevailed on both sides. Further efforts are made by both parties to resolve this imbalance and behavioral or psychological efforts are made. Changing work performance is a change in behavior in an effort to create this balance (Bakshi et al, 2009).

The focus on organizational fairness then moved from distributive justice (justice related to decision results) to procedural fairness (justice related to the process that later turned into a decision result (Marissa, 2010).

Karim and Rehman (2012) showed in his study that organizational commitment, withdrawal behavior and trust in management are factors influenced by interactional fairness. The hypothesis is as follows.

H2: There is a positive and significant influence of the perception of organizational fairness towards organizational commitment

Employee empowerment greatly enhances organizational commitment, job satisfaction, job engagement and career satisfaction (Diputri and Rahyuda, 2016). Employee empowerment realizes employees that their existence is valued in their organization and creates an increased level of organizational commitment and job

satisfaction (Abdullah et al., 2015). To increase employees' commitment and integration to their organizations, organizations must encourage their employees to creativity, innovation, and improve their rankings (Mohammadian and Amirkabiri, 2014). The hypothesis is as follows.

H3: There is a positive and significant influence of employee empowerment towards organizational commitment

III.

RESEARCH METHOD

The location of this research was conducted at the Regional Secretariat of Denpasar City which is located at Jalan Gajah Mada No. 1, Dauh Puri Kangin, Denpasar, Bali. This location was chosen because there were issues related to organizational commitment. The free variables of this research are job satisfaction, perception of organizational fairness and employee empowerment. Variable job satisfaction using indicators work itself (work), payment (salary), advancement (promotion opportunities), supervision (supervisor or supervision of work), co-workers (co-workers), and work condition (working conditions). Variable indicators of perception of organizational justice in this study are distributive justice, procedural justice and interactional justice. Employee empowerment variables are measured using meaning, competence, self-determination and impact. While the variables tied in this study are organizational commitments as measured by indicators Affective Commitment, Continuance Commitment, Normative Commitment.

The population in this study is civil servants of Denpasar city secretariat which amounts to 150 people. Population sample size in this study used Slovin formula, and obtained a sample of 60 people and the sampling method used is proportional stratified random sampling that is a sampling technique where the population is grouped in a certain strata, then sampled randomly with a proportion that is balanced according to its position in the population. The instruments in this study were questionnaires with a scale of Likert 1-5. Testing used to test free variables is job satisfaction, and organizational fairness and employee empowerment with organizational commitment as bound variables, i.e. multiple linear regression analysis.

IV.

RESULTS AND DISCUSSIONS

The results of the distribution of questionnaires showed the number of civil servants in the Regional Secretariat of Denpasar city in Table 1 which was sampled as many as 60 people. When looked at by gender, female gender dominated in this study with a percentage of 60 percent. If you look at the age, those who >40 years old dominate with a percentage of 37 percent. This is because at that age a person is still at a productive age. If you look at the level of education that has the last level of education S1 that dominates with a percentage of 47 percent. When viewed from the working period of > years dominates with a percentage of 43 percent.

Table 1. Characteristics of Respondents

No	Characteristic	Classification	People	Percentage (%)
1.	Gender	Laki-laki	24	40%
		Perempuan	36	60%
		Total	60	100%
2.	Age	<21 Years	0	0%
		21-30 Years	4	7%
		31-40 Years	18	30%
		>40 Years	38	37%
		Total	60	100%
3.	Education Level	SLTA	20	33%
		DIPLOMA	0	0%
		S1	28	47%
		S2	11	18%
		S3	1	2%
		Total	60	100%
4.	Working Period	<5 Years	4	7%
		6-10 Years	10	17%
		11-20 Years	20	33%
		>20 Years	26	43%
		Total	60	100%

Source: Primary data, 2020

Respondents' perception of job satisfaction variables showed that job satisfaction had the lowest average in the statement "The family atmosphere in work is well-built.", obtained an average score of 3.45 that entered the high criteria but had a low average value compared to other statements, this means that in general respondents consider the family atmosphere in work is not yet well built. The variable of job satisfaction that has the highest average is the statement "The size and type of allowance I receive is in accordance with my class/class of office.", obtained an average score of 4.18 that is included in this high criteria means that in general employees are satisfied with the size and type of allowance received in accordance with my class / class of office.

Respondents' perception of organizational justice variables showed that organizational fairness has the lowest average is the statement "All employees are always involved in decision making in the organization.", obtained an average value of 3.66 that is included in the high criteria, but has a low average value compared to other statements this means that in general employees do not feel involved in decision making in the organization. The organizational commitment variable that has the highest average is the statement "Work schedule in my organization is in accordance with the established regulations", obtained an average value of 4.05 that is included in the high criteria, this means that in general respondents feel the work schedule in the organization is in accordance with the established regulations.

Respondents' perception of employee empowerment variables showed that employee empowerment has the lowest average is the statement "I have freedom in my work activities", obtained an average score of 3.36 that fit the criteria is quite high, but having this value means in general they do not have freedom in work activities. The employee empowerment variable that has the highest average is the statement "I believe the work I do has an important meaning for my life.", obtained an average score of 4.08 that fit the criteria is very high, this means in general respondents feel the work done has an important meaning for life.

Respondents' perception of organizational commitment variables showed that organizational commitment has the lowest average is the statement "I am willing to be involved in various work activities in the organization.", obtained an average score of 3.91 that is included in the high criteria, but having this value means in general they are not willing to be involved in various work activities in the organization. The variable of organizational commitment that has the highest average is the statement "I feel proud to be part of the member organization.", obtained an average score of 4.23 that entered the criteria is very high, this means that in general respondents feel proud to be part of the member organization.

Regression models will be more appropriately used and result in more accurate calculations, if some of the following assumptions can be met. Classic assumption tests that must be met in simple linear regression analysis include Normality Test, Multicollinearity Test and Heteroskedasticity Test summarized in table 2 below.

Table 2. Summary of Classic Assumption Test Results

Normality Test Results		Variable	Multicollitas Test Results		Heteroskedastisity Test Results
			Tolerance	VIF	Significance
Kolmogorov-Smirnov Z	0,577	Job Satisfaction	0,529	1,891	0,682
Asymp. Sig. (2-tailed)	0,893	Organizational Justice	0,622	1,608	0,449
		Employee Empowerment	0,712	1,405	0,060

The research's multiple linear regression models are worthy of further analysis because they meet all the classic assumption test criteria.

Table 3. Multiple Linear Regression Results
Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	0,463	0,407		1,137	0,260
Kepuasan Kerja	0,327	0,122	0,317	2,689	0,009

1	Keadilan Organisasi	0,388	0,112	0,377	3,474	0,001
	Pemberdayaan Karyawan	0,225	0,099	0,232	2,283	0,026
a. Dependent Variable: Komitmen Organisasi						

Sumber : Data primer diolah, 2020

The hypothetical results in this study showed that job satisfaction has a positive and significant influence on organizational commitment, in other words the increasing job satisfaction in civil servants in the Denpasar City Regional Secretariat, the higher the level of organizational commitment to the PNSdi Regional Secretariat of Denpasar City. So the first hypothesis is accepted. This research was supported by the results of research by Putra et al. (2016), found that job satisfaction has a positive effect on organizational commitment. Simila rly, puspitawati & Riana research results (2014), which explained that job satisfaction has a positive and significant effect on organizational commitment, which means that if employees are satisfied with their work, they will be more committed to the company.

The hypothetical results in this study show that organizational justice has a positive and significant influence on organizational commitment, in other words the increasing job satisfaction in the PNSdi Denpasar Regional Secretariat, the higher the level of organizational justice in the PNSdi Denpasar Regional Secretariat. So the second hypothesis is accepted. This research is in accordance with research conducted by Bakhshi et al., (2009) obtained the results of his research where with the existence of organizational justice especially for distributive and procedural justice can affect the commitment of the organization positively and significantly. Research conducted by Marissa (2010), found that there is a significant influence between perceptions of organizational fairness to organizational commitment. Karim & Rehman (2012) even found a positive link between justice and organizational commitment.

The hypothetical results in this study showed that employee empowerment has a positive and significant influence on organizational commitment, in other words the increasing job satisfaction in civil servants in the Denpasar City Regional Secretariat, the higher the level of employee empowerment in civil servants in the Denpasar City Regional Secretariat. So the third hypothesis is accepted. This research is in accordance with research conducted by Mohammadian & Amirkabiri (2014) stated that employee empowerment has a positive and significant effect on organizational commitment.

The theoretical implications of this research provide evidence on the development of organizational behavior science and human resources, especially regarding job satisfaction, organizational justice, employee empowerment and organizational commitment. In addition, the results of this study can practically be one of the references for other researchers who want to research about job satisfaction, organizational justice, employee empowerment and organizational commitment. Theoretically, this research also provides an understanding that job satisfaction, organizational fairness and employee empowerment can significantly increase organizational commitment.

V.

CONCLUSION

Conclusion of this research shows that first, job satisfaction has a positive and significant effect on organizational commitment to civil servants in the Regional Secretariat of Denpasar City. Second, the justice of the organization has a positive and significant effect on the organizational commitment to civil servants in the Regional Secretariat of Denpasar City. Third, employee empowerment has a positive and significant effect on the organizational commitment to civil servants in the Denpasar City Regional Secretariat.

Based on the results obtained job satisfaction, the perception of organizational justice and employee empowerment has a significant positive influence on the decision of organizational commitment to civil servants in the Denpasar City Regional Secretariat, this shows that the higher the job satisfaction, the perception of organizational justice and employee empowerment will be able to increase decisions in making organizational commitments to civil servants in the Denpasar City Regional Secretariat. Parties to the Denpasar City Regional Secretariat must maintain job satisfaction perception of organizational justice and employee empowerment within the company so that employees feel encouraged in increasing the spirit in work, so as to increase organizational commitment to the Regional Secretariat of Denpasar City.

Based on the results of this research, the Regional Secretariat of Denpasar City is advised to try to improve the family atmosphere in working, then involve more employees in decision making in the organization and give more freedom to work activities but in accordance with the established regulations.

For further research is expected to be able to add variables that can affect organizational commitment, as well as able to expand the scope of research that is not only limited to employees in the Regional Secretariat of

Denpasar City, or can also replace the research location that is not only focused on a research location, so as to provide a more view and able to be implemented in general.

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